

**STATE OF WISCONSIN**  
**Department of Health and Family Services**  
**Division of Disability and Elderly Services**  
**317 Knutson Drive**  
**Madison, WI 53704**



# **Annual Report**

## **July 1, 2004 – June 30, 2005**



**Central Wisconsin Center**  
**for the Developmentally Disabled**

# Central Wisconsin Center

## VISION STATEMENT

*People Caring for People---We support people with developmental disabilities to achieve their full potential by enhancing human development, health, environment and quality of life.*

## MISSION STATEMENT

*Central Wisconsin Center, as a resource center of excellence for citizens with developmental disabilities, provides state-of-the-art services in outreach, education, assessment, short-term admissions, and residential services.*

# **CORE Values**

## **of Central Wisconsin Center (CWC)**

### ***Person-Centered***

**A person-centered philosophy guides our approach to treatment and support strategies. We maximize individual potential by our focus on human development, health, environment, and quality of life.**

### ***Respect and Dignity***

**We believe that all people are of equal human value. We believe that each person is unique in talents and abilities. We believe that everyone deserves quality service. We celebrate the diversity of the people who live and work at CWC.**

### ***Dedication***

**We are responsive to our customers, passionate in our advocacy, principled in our approach, and responsible in our actions.**

### ***Excellence***

**We strive for excellence and seek continuing improvement in all we do.**

### ***Collaboration and Partnership***

**We promote inclusion and participation in a team-focused environment. Together, we seek creative approaches to common issues.**

### ***Community***

**We are a learning community devoted to increasing knowledge of best practices. We achieve success when sharing and integrating this knowledge into the broader community.**

### ***Safety***

**We are committed to the safety of the people who live and work at CWC.**



DIVISION OF DISABILITY AND ELDER SERVICES  
CENTRAL WISCONSIN CENTER  
FOR THE DEVELOPMENTALLY DISABLED  
317 KNUTSON DRIVE  
MADISON, WI 53704-1197

Jim Doyle  
Governor

Helene Nelson  
Secretary

## State of Wisconsin

Department of Health and Family Services

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October 2005

Sinikka Santala, Administrator  
Division of Disability and Elder Services  
PO Box 7851  
Madison WI 53707-7851

Dear Ms. Santala:

The past year has had a significant focus on our employees; people whose work is absolutely outstanding every day of the year! None of the great things that happen at Central Wisconsin Center (CWC) all year long could occur without the fine people who work here.

On June 17, Governor Doyle recognized state employees from all of state government. CWC had more employees recognized at this event than any other single state organization. It was indeed an honor to join you, Governor Doyle, Secretaries Timberlake and Nelson, and these fine CWC employees for that wonderful recognition.

Another outstanding example of the Center's employee focus can be found in the work of the Cultural Competence Committee. This entire CWC committee is the Secretary's DHFS nominee for the State of Wisconsin's 2005 Diversity Award. There is no doubt that the CWC Cultural Competence Committee has made the Center a better place for everyone to work.

CWC has been consistently operating with over 90 percent of its authorized positions filled. This is remarkable and has not happened by chance. Rather, throughout the Center, everyone is committed to creating a welcoming atmosphere for each new employee.

Another success is our internal program to train our employees to become registered nurses, licensed practical nurses, and respiratory therapists. These programs are innovative and positive reflections on union/management partnerships that work.

The Bureau of Quality Assurance inspects the Center annually. This year's survey had good results with no serious deficiencies. The small number of minor deficiencies that were found have been corrected and the Center is better as a result.

The CWC parents have reactivated their association after a period of inactivity last year. This increased activity gives us a chance to meet more frequently with our parents, share information and hear their concerns.

Most importantly, the mission of CWC continues to be successfully carried out every day of the year. A success that is undoubtedly due to the heartfelt values and skills our employees bring to the Center every day.

It is an honor to be associated with such a fine organization and I am pleased to be able to submit this Annual Report to you for your review.

Sincerely,

A handwritten signature in dark ink, appearing to read "Theodore J. Bunck, Ph.D.", written over a light blue background.

Theodore J. Bunck, Ph.D.  
Director



# Administrative Staff



(Left to Right)

1<sup>st</sup> Row: Barbara Bronte, Kathleen Oehrlein, Theodore Bunck, PhD,  
Bonnie Kees, Gregory Kesling

2<sup>nd</sup> Row: Kathlyn Steele, Diana Morehouse, Cynda Solberg, Carol Krzizike

3<sup>rd</sup> Row: Susan White, Jeffrey Tagliapietra, Carol Zimmerman,  
Carol Walker, Nathan Page, MD, Robin Gruchow

## **Department of Health and Family Services**

### **Division of Disability and Elder Services**

#### **Central Wisconsin Center for the Developmentally Disabled**

**Theodore J. Bunck, PhD, Director**

##### **ADMINISTRATIVE STAFF**

**Barbara Bronte, Human Resources Director**

**Robin Gruchow, Unit director**

**Gregory Kesling, Director of Resident Programs and Psychology Services**

**Carol Krzizike, Unit Director**

**Diana Morehouse, Director of Resident Living Services and Deputy Director**

**Kathleen Oehrlein, Staff Training Director**

**Nathan Page, MD, Medical Services Director**

**Cynda Solberg, Management Services Director**

**Kathlyn Steele, Nursing Director**

**Jeffrey Tagliapietra, Community and Social Services Director**

**Carol Walker, Unit Director**

**Susan White, Unit Director**

**Carol Zimmerman, Unit director**

Intranet: [http://dhfsweb/dctf\\_cwc/](http://dhfsweb/dctf_cwc/)

Internet: [http://dhfs.wisconsin.gov/DD\\_CWC](http://dhfs.wisconsin.gov/DD_CWC)

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**TABLE I**  
**Population Statistics**

<b>STATISTICAL INFORMATION</b>	<b>FISCAL YEAR 2004</b>	<b>FISCAL YEAR 2005</b>
AVERAGE DAILY POPULATION	347.6	337.5
DAYS OF SERVICE PROVIDED	127,207	123,189
ADMISSIONS		
TOTAL	207	210
Short-Term	207	210
DISCHARGES		
TOTAL	208	217
Short-Term	204	213
Care and Treatment	4	4
DISCHARGE LOCATIONS		
Own Home	163	169
Foster Home	21	17
Group Home	9	18
Supportive Home Living	2	2
Adult Family/Adult Foster Home	5	5
Community Based Residential Facility	0	1
Nursing Home		
ICF-MR	6	2
Other	2	3
DEATHS	5	7

### **DEMOGRAPHICS OF POPULATION ON JUNE 30, 2005**

The average age of the people living at CWC is 40.4 years. The oldest person is 90 years old; the youngest person is three years old. The population is 52.0 percent male and 48.0 percent female.

As shown in TABLE II on the next page, 94.9 percent of the people living at CWC are profoundly retarded and 79.6 percent are not ambulant.

**TABLE II**  
**Population Distribution Levels as of June 30, 2004**

Chronological Age Groups and Ambulation Levels		Level of Retardation						
		Mild	Moderate	Severe	Profound	TOTAL	% Age Group	% Total
0-5	W	0	0	0	0	0	0	0
	MS	0	0	0	0	0	0	0
	MA	0	0	0	1	1	100.0	0.3
	subtotal	0	0	0	1	0	100.0	0.3
	%AG	0	0	0	100.0	0	---	---
	%TP	0	0	0	0.3	0.3	---	---
6-12	W	0	0	0	1	1	16.7	0.3
	MS	0	0	0	1	1	16.7	0.3
	MA	0	0	0	4	4	66.6	1.1
	subtotal	0	0	0	6	6	100.0	1.7
	%AG	0	0	0	100.0	100.0	---	---
	%TP	0	0	0	1.7	1.7	---	---
13-18	W	1			0	1	7.1	0.3
	MS	0	0	1	0	1	7.1	0.3
	MA	0	0	0	12	12	85.8	3.5
	subtotal	1	0	1	12	14	100.0	4.1
	%AG	7.1	0	7.1	85.8	100.0	---	---
	%TP	0.3	0	0.3	3.5	4.1	---	---
19+	W	1	0	5	62	68	20.9	19.6
	MS	0	0	0	33	33	10.1	9.5
	MA	0	0	6	219	225	69.0	64.8
	Subtotal	1	0	11	314	326	100.0	93.9
	%AG	0.3	0	3.4	96.3	100.0	---	---
	%TP	0.3	0	3.2	90.5	93.9	---	---
TOTAL POPULATION	W	2	0	5	63	70	---	20.2
	MS	0	0	1	34	35	---	10.1
	MA	0	0	6	236	242	---	69.7
	total	2	0	12	333	347	---	---
	%TP	0.6	0	3.4	96.0	100.0	---	---

W Walks upright with or without some degree of difficulty. Walks on level surfaces, may need assistance with stairs but gets to activities by walking.  
MS Nonambulant but moves by self, scooting or crawling, or moves with aid such as walker, crutches, or wheelchair. Can get to activities on level surfaces by self with only minimal assistance.  
MA Moves only with assistance. Uses special equipment such as cart, walker, relaxer, Hogg or wheelchair for mobility. May scoot or crawl but cannot move self to an activity on level surface.  
%AG Percent of age group.  
%TP Percent of total population

**ALL NUMBERS ARE ROUNDED TO NEAREST DECIMAL DIGIT**

### **TABLE III**

#### **Costs – FY2005**

(July 1, 2004 - June 30, 2005)

Total FY05 Expenditures	\$61,143,387.77
-------------------------	-----------------

#### Average Cost Per Person (Based on FY05 average daily census)

Daily FY05 Average per person	\$496.00
Monthly FY05 Average per person	\$15,097.00
Annual FY05 Average per person	\$181,166.00

# **TABLE IV** **Staff Positions – FY2005**

## OFFICE OF THE DIRECTOR = 9.70

Institution Director .....	1.00
Administrative Support .....	1.00
Human Resources .....	4.70
Payroll/Worker's Compensation .....	3.00

## MANAGEMENT SERVICES = 146.65

Institution Management Services Director .....	(1.00)
MMHI FTE (Shared Position - MMHI and CWC)	
Information Services .....	4.00
Administrative Services .....	6.00
Business Office/Stores .....	8.00
Facility Services .....	16.00
Environmental Services .....	63.30
Food Services .....	48.35

## SOCIAL AND COMMUNITY SERVICES = 11.40

Social and Community Services Director .....	1.00
Social and Community Services .....	6.40
Pre-Admissions Services .....	2.00

## MEDICAL SERVICES = 67.75

Medical Services Director .....	1.00
Resident Care and Treatment .....	3.70
Radiology .....	1.00
EEG and EKG .....	1.00
Clinical Lab .....	.85
Rehabilitative Services .....	3.00
Medical Records .....	3.00
Physical Therapy .....	10.90
Occupational Therapy .....	13.60
Orthopedic Services .....	7.00
Respiratory Therapy .....	7.50
Pediatric Service .....	2.00
Pharmacy .....	8.20
Dental Service .....	3.00
Medical Transcription Services .....	2.00

NURSING SERVICES = 62.60

Director of Nursing .....	1.00
Nursing Services .....	11.10
Short-Term Care/Central Supply .....	23.80
Charge/Float Services .....	16.80
Staff Training and Development .....	6.90
Area Assistant .....	3.00

RESIDENT PROGRAMS = 539.20

Institution Treatment Director .....	1.00
Institution Treatment Director .....	1.00
Resident Living Administrative Support .....	1.00
Resident Living .....	451.40
Therapeutic Recreation .....	38.30
QMRP Services .....	14.80
Volunteer Services .....	2.00
Psychological Services .....	10.90
Education .....	10.60
Religious Services .....	.50
Communication Development .....	4.00
Vocational Services .....	3.70

TOTAL FTE =..... 837.30

On Hold and/or Vacant..... 86.21

GRAND TOTAL of BUDGETED FTE =..... 923.51

# **CENTER PROGRAMS**

**Adapted Physical Education**  
**Adult Vocational Therapy Services**  
**Cardinal School/Education Services**  
**Communication Development**  
**Dental Clinic**  
**Employee Health**  
**Environmental Services**  
**Facility Services**  
**Forward Focus Quality Improvement Program**  
**Foster Grandparent Program**  
**Infection Control Activities**  
**Information Services**  
**Medical Services**  
**Music Therapy**  
**Nursing Services**  
**Peer Crisis Intervention (PCI) Program**  
**Pharmacy Services**  
**Psychological Services**  
**Qualified Mental Retardation Professional (QMRP)**  
**Rehabilitation Services**  
**Religious Services**  
**Resident Living**  
**Social Services**  
**Staff Training and Development**  
**Take Your Child To Work Day**  
**Therapeutic Recreation**  
**Transportation Services**  
**Volunteer Services**



# Adapted Physical Education

## PROGRAM HIGHLIGHTS

Adapted Physical Education (APE) at Central Wisconsin Center is a diverse program that includes developmental activities, fundamental movement skills, object manipulation skills, perceptual stimulation, aquatics, and health and wellness. All activities are adapted to meet the interest, capabilities and limitations of individual students. Student motivation, social interaction, communication development and self-esteem are considered an essential part of the total program.

The Adapted Physical Education staff consists of one full-time Adapted Physical Education Teacher. Sessions were held one to two times per week, for one hour per student. Fifteen school-age students were served through Cardinal Schools Adapted Physical Education program during this report period.

Sessions included the following:

- **Greeting:** to promote social interaction skills
- **Warm Up:** to stimulate arousal levels through rhythmical movement and vestibular stimulation
- **Range of Motion:** to increase flexion and extension of upper extremities in preparation for activity
- **Skill Development:** to increase motor skill repertoire and cognition through adapted activities
- **Cool Down:** to promote relaxation through music listening and closure to the session

Students participated in aquatics, outdoor games, adapted games, interpretive dance (Country Jamboree), adapted volleyball, health/wellness, baseball, basketball, bowling, bocce ball, sensory stimulation (holiday tree walk), and sports appreciation. Fifteen Individualized Education Plans (IEP) were completed for school-age students this report period.

The Adapted Physical Education program also serves school-age students enrolled in the Center's Short-Term Assessment Program (STAP). The number of students varies based on the program's current census. Twenty-five students have been served to date (ten during this report session). Activities are designed to be age-specific and individualized according to the student's skill and developmental level. The Adapted Physical Education teacher assesses and writes evaluations on all students served in the Short-Term Assessment Program.

In addition to the school-age students, Adapted Physical Education served 45 adults through its Lifetime Sports and Fitness Program (LSFP). The program focus is on health and wellness and the benefits gained from long-term participation in lifetime activities. Students enrolled in the program participated in health and wellness activities, bocce ball, adapted games, interpretive dance (Country Jamboree), baseball, basketball, sensory motor activities, and adapted volleyball.

Seven athletes from Central Center participated in the Wisconsin Special Olympics program through Adapted Physical Education. Following numerous practice sessions, athletes competed at the area and district level in ramp bowling. Participation in Special Olympics enabled these athletes to feel the thrill of being a special Olympian, meet new friends and to be involved in a well-organized event which included parent involvement, individual competition, and awards. This report period marked the thirty-sixth year of Adapted Physical Education's involvement in Wisconsin Special Olympics.

Adapted Physical Education provides program overviews for tour groups and Occupational and Physical Therapy interns. The program hosts children for “Take your Child to Work Day,” offering activities and information on the field of Adapted Physical Education. The program hosts large events such as dance festivals each year and assisting the Recreation Therapy Department in Center-wide Special Event activities. The program remains a training site for practicum students pursuing a degree in the field of Adapted Physical Education.

## **Adult Vocational Therapy Services**

### **PROGRAM HIGHLIGHTS**

Central Wisconsin Center’s Adult Vocational Therapy Program is comprised of nine staff members who provide work-oriented learning experiences for individuals living at CWC. There are three part-time Vocational Therapists and six Therapy Assistants.

The program focuses on individuals who are 21-years of age or older. Upon team request, the program also serves individuals who are school aged. Participants are referred through the team process. Once a referral is made, the individual is assessed using the CWC Vocational Assessment, and if appropriate, placed in one of the two work sites. The Building 6 site serves people residing in Buildings 1, 2, 4, 5, and 7. The Murphy Hall (MH) site serves people who reside in Murphy Hall and Buildings 2, 3, and 4. The Murphy Hall site also provides assessment and work programs for people in the Short-Term Care Unit (STCU) and the Short-Term Assessment Program (STAP). Both sites provide a variety of work tasks. The B6 site provides focus on jobs completed manually. The emphasis on this site is for individuals who have work production skills. The MH site provides focus on jobs that require assistive technology such as the use of a switch to complete a job. This site does not emphasize production for all individuals, but it serves as a pre-vocational work site with people who have emerging work skills.

Approximately 50 individuals who receive long-term care at CWC participate in this program. Both the U.S. Department of Labor and the Wisconsin Department of Workforce Development certified/licensed CWC. These licenses are renewed on an annual basis and allow participants of the program to receive special minimum wages for all work completed.

Recycling jobs include recycling of newspaper, computer paper, aluminum cans, and copper from anti-lock brake parts. Recycled newsprint and cardboard are used to produce a variety of gardening and landscaping products, as well as a kindling replacement for camping, wood stoves, and fireplaces. Employees also assemble drapery parts and boxes for area businesses, as well as perform some clerical tasks and produce archery target pins from galvanized steel wire. Participants are paid for all work completed.

Client-workers also provide several services to CWC staff, including aluminum can pick up and recycling, recycled paper pick up and scratch pad production, shredding of confidential records, preparation of gastro-nutritional feeding units, collating of food service menus, material prep for the sewing room, etc.

Jobs in this program include, but are not limited to: paper carrier, copper recycling, paper cutting, paper shredding and 3-hole punching, delivery of cans and napkins, drapery assembly, target pin production, shredding of cardboard for product production such as Jungle Moss and Tooney Moss, laundry such as folding napkins and washcloths, cutting diaper stings and laundry labels, clerical jobs for various departments, and the Urban Straw Project. Participants complete 31 different jobs as part of the Vocational Services Program.

## **New Programs**

### **Linen Napkin Program**

The planning of this project began in late June of 2004. The project planning is now complete and is a new service the Vocational Services Department provides for people who work at CWC. In collaboration with Laundry Services, participants of Vocational Services fold, weigh, stock and deliver napkins to each living unit for mealtime use.

### **Work Program for Short-Term Assessment Program (STAP) Clients**

Due to the increasing number of adults admitted to STAP, the Vocational Services Department is now offering, in addition to assessment, four hours of daily paid work to appropriate clients. The Vocational Services Department, together with Food Services, has collaborated on developing a work-experience position in Food Service for clients. The experience assists the clients to practice skills in résumé writing, interviewing, social behavior, and building rapport with co-workers and supervisors and other work skills, such as punctuality and completing timesheets in a real life job setting.

### **Computer Skills Training**

Another new program in the Vocational Services Department includes computer training skills for appropriate individuals who are receiving assessment and work programs as part of Short-Term Assessment Program (STAP), Short-Term Care Unit (STCU) and Developmental Evaluation Clinic (DEC). Two computer programs have been purchased and have been a successful tool in this program. The first program purchased teaches work skills as they relate to computers. The second program is a training tool for money usage skills.

### **Garden Project**

New to the Center last summer (2004) and continuing this summer (2005), staff and participants of Vocational Services in B6 planted, maintained, and harvested a large vegetable garden. This year, the group added a pumpkin patch with hopes to harvest pumpkins in the fall for those who live at the Center. Participants in this program assisted with planting seeds, watering the seedlings with various assistive devices, and once the garden was planted, assisting with watering the garden and harvesting the vegetables. Staff placed announcements in the Daily Administrative Bulletin (DAB) so that all at CWC could purchase vegetables at a minimal cost. All earnings from this project go toward the purchase of new seeds, plants and equipment for the next year.

## **Cardinal School/Education Services**

### **PROGRAM HIGHLIGHTS**

Special Education services are provided for students from 3 - 21 years of age. Each student is enrolled in the school program that provides the least restrictive educational environment as determined by the individual's Juvenile Medical Status (JMS) code. The JMS codes range from a time and distance-restricted setting within Cardinal School located on the CWC campus (most restrictive), to a full-day school program within the Madison Metropolitan School District (least restrictive).

During the 2004-2005 school year, one student attended high school in the Madison Metropolitan School District (MMSD). The MMSD curriculum emphasizes four domains: domestic, community, recreation/leisure, and vocational training. Students also receive services from speech, and physical and occupational therapy. The student's Individual Education Program (IEP) determines the frequency and duration of these services.

Cardinal School staff consists of five Teachers, three Teaching Assistants, one Program Support Teacher, and one Education Director. All staff members are licensed by the Wisconsin Department of Public Instruction. Three teachers and two teaching assistants served an enrollment of 15 students during the school year. The sensory-based Education program provides students with a variety of classroom-based instructional opportunities structured around each student's IEP. When medically approved, students participate in weekly off-grounds community integration activities including visits to local stores, businesses, parks, the university campus and outlying areas. One student left the program in June.



## AJ's Graduation



One Cardinal School teacher provides educational programming for school-age students who are admitted to the Short-Term Admission Program (STAP) and Developmental Evaluation Clinic (DEC) program. Two students were officially enrolled in the program and attended school in the Short-Term Care Unit (STCU) classroom. A total of forty-five students were provided with evaluation services or attended school on visitor status.

Educational assessment is provided for students admitted to the Short-Term Assessment Program (STAP). One teacher and one teaching assistant provided sixteen students in the program with assessment and educational services during FY 2005.

## Communication Development

### PROGRAM HIGHLIGHTS

The Communication Development Department's fundamental goal is to stimulate development of communication skills in all clients served at Central Wisconsin Center. This includes expansion of language comprehension skills and the development of language used for self-expression. Speech-Language Pathologists (SLP) are responsible for teaching personalized

systems of expressive language that meet the individual's needs including object communication systems, picture boards, electronic communication devices, and sign language. Individuals are taught strategies for gaining a person's attention, greeting, requesting, indicating preferences, making choices, commenting, responding, and taking turns. Individuals who are verbal are taught new vocabulary, appropriate pronoun use, how to combine words into phrases and sentences, sequencing skills, social communication skills, and strategies to increase speech intelligibility. The Communication Department provides screening, assessment, consultation, and therapy to all CWC clients in need of services. Training is provided to both CWC staff and community agency personnel regarding an individual's communication program. The Communication Department provides supervision to second-year University of Wisconsin (UW)-Madison graduate students. The semester-long practicum experience trains students how to work with people who have developmental disabilities.

### **Evaluation and Therapy**

Four speech-language pathologists provided 938 hours of individual therapy, 130 hours of group therapy, and 1017 hours of both individual and group therapy sessions. Staff screened 24 individuals and evaluated 13 individuals who live at Central Wisconsin Center. One hundred and twenty-three Developmental Evaluation Clinics (DEC), Short-Term Care Unit (STCU), and Short-Term Assessment Program (STAP) community clients were evaluated and programs were designed to meet their communication needs. Parents and community providers were trained to carry out recommended communication programs. A consulting audiologist, affiliated with the Waisman Center, performed 261 hearing evaluations.

### **Training**

Speech-Language Pathologists provided 53 hours of formal inservice training regarding communication methods to CWC staff. Staff also provided 88 hours of training and consultation to parents, teachers, and community providers. One thousand six hundred and three hours of supervision were provided to eight UW-Madison students.

## **Dental Clinic**

### **PROGRAM HIGHLIGHTS**

The Dental Clinic is staffed with one full-time dentist, one full-time dental LPN, and one full-time dental assistant. The CWC Dental Clinic provides dental care and treatment to all individuals living at CWC. Treatments include exams, cleaning and prophylaxis, x-rays, restorations, root canal therapy and extractions. In an effort to promote good oral health, the Dental Clinic schedules visits on a six-month basis.

To assist in reducing the stress of a dental visit, unit staff completes an assessment form prior to appointments. The dental staff implements suggestions to increase relaxation. Some suggestions include favorite music, massage, and facial desensitization.

Upon request, dental services are also provided to individuals at CWC for short-term admissions. There were approximately 125 appointments for short-term clients.

## **Employee Health**

### **PROGRAM HIGHLIGHTS**

The Employee Health Program promotes and maintains the health of CWC employees through health promotion programs, disease prevention, and injury rehabilitation. Programs mandated

by State and Federal regulation are provided, including pre-employment screening, immunization programs, and tuberculosis screening. The Employee Health Nurse also provides annual TB skin tests to approximately 900 employees, hepatitis AB vaccinations to approximately 600 employees, blood pressure screenings, cholesterol screenings, and wellness information. Annual flu vaccines are offered, with over 350 employees participating. Students from various disciplines are also monitored for updated TB and hepatitis vaccinations.

The Employee Health Nurse also functions as a consultant to physicians, supervisors, nurses, employees, and the Staff Training Department. The Employee Health Nurse participates in the Employee Assistance Program as a lead coordinator and is a CPR/First Aid Instructor Trainer.

An emergency response form is distributed to all staff on an annual basis. The form identifies both pertinent health information and emergency contacts and is a resource when staff are injured or ill at work. This information and other health records are maintained by Employee Health to meet the legal requirements and strictly protect confidentiality.

Fitness and Wellness programs continue to be emphasized for staff participation and general knowledge. Staff wellness activities include a health and fitness newsletter titled "A Healthy You". The newsletter is distributed monthly in the Daily Administration Bulletin (DAB). It is a joint collaboration between Employee Health and Rehabilitation Therapy Services.

Other events that have occurred over the past year include:

- American Heart Association sponsored a First Aid Course, in addition to Healthcare Provider and Heartsaver AED courses, and it was offered throughout the year and open to all employees. Pediatric Heartsaver was added to the list of courses offered this year.
- Weight Watchers at Work classes ran from November 2004 through April 2005.
- Informational materials on breast cancer during Breast Cancer Awareness Month in October.
- Learning Lunches with various topics ranging from proper waste disposal to painting techniques and managing stress.
- Speaker from Domestic Abuse Intervention Services speaking on "Everything You Wanted To Know About Relationships".
- Informational material about smoking cessation on November 18 for the Great American Smokeout.
- Smoking Cessation Classes in September 2004 and May 2005.
- Ongoing preparations for the Tobacco Free Initiative with a quit day of October 3, 2005.
- Organization of Fibromyalgia Support Group.
- Celebrated American Heart Association "Go Red for Women" in February Heart Month with information, displays, and heart-healthy food.

*2005 International  
Cultural Fair  
Participants*





# Environmental Services

## PROGRAM HIGHLIGHTS

CWC is currently 36 electrical hospital beds short from completing its up-grade to replace all the manual hi-low beds that are 20 to 25 years old. Price of the Arrow bed is \$1,950.

### Laundry Department

CWC's in-house laundry processed 3,540,135 pounds of soiled linen. Ten new laundry carts were purchased at a total cost of \$10,088. The six additional replacement linen carts are part of the Laundry Department's six-year plan to replace its 30-year-old linen carts. Thirteen new linen carts will need to be purchased to complete the total replacement in this six-year plan.



### Housekeeping/Transportation Department

The Housekeeping and Transportation Departments picked up and transported 253 tons of trash. CWC's cost for trash pickup is \$32.35 per ton. The cost of each 33-yard compactor pickup and delivery to the Waste Management landfill site was \$85.25, with an additional cost of .01627 cents per pound to landfill the contents of each compactor load. CWC leases a 40-yard trash compactor from Waste Management at an annual cost of \$2,400. The Center recycled 19 tons of steel to Samuel's Recycling Company, along with an unknown amount of paper, tin, glass and plastic that went to Waste Management. (There are no recycle costs for paper, tin, glass and plastic as the State of Wisconsin is grouped as a whole and not per institution.)

CWC was also responsible for generating and managing 336 pounds of infectious waste which is incinerated by Madison Energy Recovery Inc. An increase of 18 pounds of infectious waste was seen from FY04/05, which still places CWC in the very low generator class for the State of Wisconsin.

*Mosquito Control*



## Sewing Department



The CWC Sewing Department, staffed by 4.5 seamstresses, fabricated 2,712 large diapers in 497 hours, discarding 2,124; created 1,976 medium diapers in 334 hours, discarding 1,340; produced 1,567 clothing protectors in 710 hours, discarding 121; and manufactured 2,497 bed pads in 245 hours, discarding 2,024. This department used 4,548 hours for mending 16,341 large diapers, 7,002 medium diapers, 5,052 clothing protectors, 931 personal clothing, 443 bed sheets, 1,296 laundry bags, 685 baby blankets, 45 thermal blankets, and 226 bath blankets. The Sewing Department used 424 hours in fabricating and heat-sealing personal nametags and 1,804

hours on work orders, with 119 hours spent on machine maintenance. The Sewing Department total cost for supplies was \$10,451.97. The CWC seamstresses also assisted with 80 hours of mending and fabrication for the Mendota Mental Health Institute.

## Facility Services

### PROGRAM HIGHLIGHTS

The mission of the Facility Services Department is to provide a safe, healthy, and aesthetically pleasing physical environment for patients and staff in a quality, cost-effective and timely manner.

Facility Services is located in the Murphy Hall basement. Facility Services maintains the buildings, systems infrastructure and complete campus with a variety of staff that includes maintenance mechanics, facility repair workers, a locksmith, painters, an HVAC technician, an electronic technician, an office assistant and a maintenance supervisor.



Facility Services maintains 12 buildings totaling 630,000 square feet.

A work order system is available through the computerized maintenance program which allows all staff at CWC to access, submit, and track work order requests.

Facility Services coordinates multiple State Capitol Improvement Projects that are in a variety of phases from conceptual design to quality control and completion. Some projects are:

- |                                    |             |
|------------------------------------|-------------|
| • Building 1 Roof Replacement      | \$ 210,000  |
| • Nurse Call System                | \$ 300,000  |
| • Electrical Upgrade Phase 2       | \$ 748,500  |
| • Murphy Hall Pool Replacement     | \$ 170,000  |
| • Murphy Hall Lecture Hall Remodel | \$ 100,000  |
| • Sidewalk Installation            | \$ 9,000    |
| • Medical Gas Alarm                | \$ 25,500   |
| • Elevator Replacement Phase 2     | \$1,128,300 |
| • Electrical Upgrade Phase 2       | \$ 748,500  |

- Day Room Remodeling Phase 2 \$ 350,000
- Chiller Piping Installation \$1,700,000

Facility Services also completed smaller-scale remodeling projects either by means of a DOA small project request through the DHFS Engineering Department or with in-house staff and funding. Some of these types of projects ranged from the Administration Lobby Remodeling project, the Building 2 kitchen remodeling, Building 5 patio upgrade, and multiple ceiling replacements to improve the facilities for CWC patient programming activities, as well as staff office areas.

## Forward Focus Quality Improvement Program

### PROGRAM HIGHLIGHTS

During the past year, Central Wisconsin Center continued the work of the four Systems Management Teams. The teams are organized around the concepts of health, human development, quality of life, and environment. These same themes appear on the CWC flag and updated logo. The expansion of the Systems Management Teams has been quite exciting because it involves nearly 200 CWC employees working together to make CWC even better.

The results of these teams can be seen everywhere. The program of health care, which was already outstanding, has improved. The quality of life for each person has been more individualized. Programs of active treatment and a related computerized record-keeping system allows tracking each person's progress and provides program adjustments during the year to assure optimal learning. Living environments are improving and the Center remains nearly fully staffed at a time when most long-term care providers are not able to do so. All of these examples of quality, and many others, come from the successes of the Center's Systems Management Teams.



*Representatives from the Quality Improvement Team*



It has always been true that CWC is a fine place because of the outstanding employees. By better supporting employees work with the Systems Management Teams, the Center can do the best possible job for the people living here.

The Wisconsin Forward Award program was created to help public and private sector organizations improve their performance results and to recognize performance excellence throughout Wisconsin. In February 2005, CWC was awarded the 2004 Mastery Award in the category of Health Care Criteria by Wisconsin Forward Award, Inc. This advanced level of Mastery recognition places CWC among a small and outstanding group of organizations that represent some of the best in Wisconsin. The Wisconsin Forward Award directors states "organizations at the Mastery level show achievements are demonstrated by results, are clearly linked to quality and performance management systems and are directly attributable to a systemic well-deployed approach." This award is a significant milestone that reflects positively on the Center's commitment to quality. The honor reflects positively on everyone working at CWC and places the Center in a unique category far above the norm. This award shows the Center's commitment to strive for high performance by a group of dedicated staff.



*Director Ted Bunck and Associate  
DDES Administrator Judith Frye*

## **Foster Grandparent Program**

### **PROGRAM HIGHLIGHTS**

Each Foster Grandparent provides 15 - 20 hours of volunteer service each week. The grandparents provide one-to-one attention for two to four individuals each day. Activities include working on individual goals, walking, talking, and reading. Other activities include spending time outdoors, going to music events, gardening, religious services, off-ground activities, special events around the Center and, most importantly, individual one-to-one attention.

The Foster Grandparents are required to participate in four hours of in-service training each month to improve the quality of interactions with foster grandchildren or for their own personal knowledge and welfare. Each Foster Grandparent also participates in the Annual Review process. This participation enables the grandparent to learn how to best serve their foster grandchildren and to share their knowledge of the individual.

## **Infection Control Activities**

### **PROGRAM HIGHLIGHTS**

The Infection Control (IC) Committee establishes guidelines to minimize the transmission of infections and communicable diseases and to control acquired infections. The IC Committee is comprised of representatives from the Medical and Nursing staff, Food Service, Laundry/Housekeeping, Pharmacy, Administration, Clinical Lab, Staff Training and Development, Employee Health Service, Wisconsin State Employees Union (WSEU), and the

IC Nurse Specialist. The IC Nurse reports monthly to the IC Committee the incidence of positive cultures and any other pertinent data regarding infection control.

The IC Committee meets monthly and to review and revise infection control policies at least semiannually. Policies reviewed include:

- Needle/Sharps handling and disposal
- Cohorting
- Transmission-based precautions (previously Infection precautions)
- Tuberculosis surveillance and exposure control plan (with Appendices A & B)
- Care of individuals with antibiotic resistant organisms
- West Nile Virus

West Nile Virus activity in the state and the discovery of deceased crows on CWC grounds prompted the development of a procedure to deal with deceased crows or blue jays. The IC Nurse completed the policy on West Nile Virus in August 2004. Pest control activities continue to be undertaken by Environmental Services including spraying and the placement of “mosquito magnets” on CWC grounds.

The increased incidence of antibiotic resistant bacteria continues to be a concern for Central Center. CWC continues to treat individuals with antibiotic resistant organisms in accordance with the State of Wisconsin Division of Health. Currently, there are nine people who have been identified with antibiotic resistant organisms and are routinely evaluated. Contact precautions continue to be implemented to minimize the further spread of the bacteria.

Central Center had an increase in incidence of *Clostridium Difficile*. The IC Nurse has been working closely with Housekeeping staff, Medical staff, Resident Living and other disciplines in an attempt to decrease the spread of this infection. The IC Committee is currently reviewing and revising the infection control policy regarding *Clostridium Difficile*. Factors that contribute to this condition include; antibiotic usage, advanced age, presence of gastrostomy, and long length of stay in healthcare settings.

Infection control surveillance activities were conducted in each living area with feedback provided to improve infection control and safe work practices. Initial and follow-up visits have been conducted on each unit to ensure regulatory compliance. These surveys continue to be done in conjunction with the Risk Management Specialist. The IC Nurse collects nursing acuity data and audits annual nursing documentation to ensure quality improvement and compliance with State and Federal regulations.

The IC Nurse continues to function as the nurse liaison between off-grounds facilities and CWC. The IC Nurse has provided consultation and training as needed or requested. The IC Nurse conducted in-depth surveys at Successful Work Options (SWO) and FocusCorp regarding infection control and safe work practices.

The IC Nurse continues to attend the quarterly meetings of the local Association for Professionals in Infection Control and Epidemiology (APIC) and continues to serve as the chairperson for the membership committee of the local APIC chapter. In May 2005, the IC Nurse attended a two-day conference, which contained information on many infection control issues.

Medical waste continues to be monitored closely. The concerted effort with the Housekeeping Services Supervisor continues to maintain CWC's monthly average infectious waste at a low level. The past year the average was 28 pounds, which has been below the goal set at less than 50 pounds.

The Infection Control (IC) Nurse has also been involved in projects and committees throughout the year. These included:

- Looking at new feeding pumps in an attempt to use commercially prepared formulas, as opposed to nursing staff spending time pouring formulas in other containers.
- Team development
- Completion of editing the oxygen video for training staff members.
- Health Care System Team

The IC Nurse provides ongoing consultation to CWC staff and community agencies, monitors water quality, and safe practices regarding exposures with potential for health risk. Educational programs are also provided, which focus on prevention and follow-up of communicable disease affecting direct care staff and individuals who live at Central Wisconsin Center.

## **Information Services**

### **PROGRAM HIGHLIGHTS**

The Information Services (IS) Department provides technology-based services in support of operations at Central Wisconsin Center (CWC). Information Services staff manages technology-based resources, provides technical support and training to users of computer-based information systems at the Center, and promotes the use of technology to streamline business processes. Central Center's local area network of computers connects directly to the Department of Health and Family Services (DHFS), all DHFS institutions, other state agencies, and the Internet.

The Information Services Department is located at the Lakeside Building on the grounds of Mendota Mental Health Institute. Four full-time Information Services staff provides support to over 750 computer users and approximately 500 computer workstations 24/7.

### **Highlights of Information Services Operations**

#### **Telecommunications**

The Information Services Department operates and maintains a Mitel PBX telecommunications system for Central Center. Additional support was provided for pagers, cell phones, and radio communication. A new cell phone transmission tower is being constructed at CWC to boost the cell phone signals into the tunnels and units.

#### **Workstation Upgrade**

Early this year all desktop computers were successfully upgrade from Windows NT to Windows XP. Additionally, the Microsoft Office Suite of applications was upgraded from the 97 version to the 2003 version without any down time. This workstation upgrade will provide for better technology and performance for computer users at CWC.

#### **Hardware Upgrade**

Prior to the program and software upgrades, many of the computers had to be replaced in order to handle the upgrades. CWC has a mixture of IBM and Compaq computers, mostly HP printers, and a variety of scanners.

#### **Intranet Development**

Information Services staff continue to add new functionality into the CWC Intranet site. The CWC Daily Administrative Bulletin (DAB) is now available on every computer along with a new telecommunications directory. In addition, there are quick links to a large collection of printable



forms used at the Center, to TechLine items written by IS staff, and an ever-growing UserHelp section.

### **Small Applications**

Information Services developed a number of small applications this past year including a new Nursing Charge Report and Daily Assignment Database. There is now a year's worth of data keyed into the Absence Database so the old legacy database system could be shut down.

### **Audio-Visual Equipment**

Computer-based projection system and videoconferencing equipment is being added to the refurbished Murphy Hall Auditorium.

## **Medical Services**

### **PROGRAM HIGHLIGHTS**

Health care services for people living at Central Center are provided by an integrated delivery system comprised of CWC Medical staff and University of Wisconsin (UW) Health Medical Specialists. The unique health care needs presented by people with developmental encephalopathy are provided in the residential setting by a staff of five of primary care physicians, 1.5 psychiatrists, and two rehabilitation medicine physicians, all with joint Central Wisconsin Center – University of Wisconsin Medical School appointments. In addition, CWC is an affiliated practice site for UW Rehabilitation Medicine post-graduate residents and planning is in progress to serve as a site for a developmental disability psychiatry rotation. A contractual relationship continues between Central Center and the University Affiliated Program (UAP)/Waisman Center to provide audiological assessment services to people receiving services at Central Center in addition to the previously established affiliation with the Developmental Evaluation Center (DEC) program for assessment of aging individuals with developmental disabilities for dementia. GYN services are provided by a nurse practitioner from the UAP. CWC Medical staff are participating with other community providers to address health-care disparities experienced by people in Wisconsin with developmental disabilities. CWC Medical staff have participated on the Center for Medicaid and Medicare Services technical panel on quality indicators for health care for people with disabilities.

When people living at CWC require hospital services (at UW-Hospital), the Rehabilitation Medicine Department provides coordination of care. Outpatient clinic appointments are scheduled on-site at CWC for Orthopedics, Gynecology, Pulmonary Medicine, Rehabilitation Medicine, Podiatry, Neurology and Optometry. Additionally, approximately 80 outpatient clinic visits per month were conducted at clinics located in the UW-Hospital complex. Ninety-two individuals were hospitalized at UW-Hospital over the past year. Medical staff at both sites strive to provide state-of-the-art health care services for people with developmental disabilities, whether they live at Central Wisconsin Center or at other community locations. Physicians and therapists from the Medical Services Department staff short-term admissions at CWC. The Department includes physician staff, therapy services including occupational therapy, physical therapy, respiratory therapy, and rehabilitation technology, the medical records department, x-ray and laboratory services, EEG and EKG, bone densitometry, consultative pharmacy services, and a dental clinic. Medical support services have also been provided for the other two Centers - Northern Wisconsin Center and Southern Wisconsin Center.

Medical Services staff provide quality habilitative/rehabilitative services to people with developmental disabilities, regardless of where they live. In addition to coordinating care for individuals with developmental disabilities receiving services either at CWC or at UW-Hospital, CWC also serves as a teaching site for Wisconsin health care providers to increase their

competency working with people with complex disabilities. As a regional health care facility serving people with disabilities, CWC Medical Services staff participates in research projects with the University of Wisconsin Medical School. Participation has included retrospective studies of the effectiveness of new seizure medications, relationship between cerebral palsy and swallowing disorders, assessment of the gynecological needs of women with developmental disabilities, a review of morbidity and mortality of surgical procedures for people living at CWC, rhinovirus infections in patients with tracheostomies, and regulatory issues for people with developmental disabilities in ICF-MRs. An article on osteoporosis was recently published in *Osteoporosis International*.

Over the past year, training has been presented to doctors, nurses, and direct care staff. Subjects included neurologic disorders, psychiatric disorders and psychotropic medications, treatment of migraine headaches, emergency medical response, physical restraints, and medical and nursing needs of people with developmental disabilities. A developmental disabilities medicine fellowship began July 1, 2004, jointly sponsored by CWC and UW-Department of Orthopedics and Rehabilitation Medicine.

Medical staff is frequently consulted by community providers regarding specific aspects of health care for people with severe developmental encephalopathy. In addition to evaluation and treatment services, the Short-Term Care Unit at CWC is utilized for post-operative rehabilitation before returning people to CWC apartments or to other community locations.

CWC Medical staff makes Living Unit "house calls" daily and physicians are available on call 24 hours a day, seven days a week. A neurologist sees people with active seizure disorders at least once every two years, or more often if requested by the primary care physician. People with psychiatric disorders have their behavior treatment program and psychotropic medications reviewed by a psychiatrist at least quarterly. Anti-epileptic drug and psychotropic medication databases are maintained. Pharmacists perform comprehensive medication reviews at least quarterly.

Medical emergency drills are routinely performed on all living units for each shift with assessment of competency. Medical emergency drills are reviewed by the Emergency Care Committee and all acute medical emergencies are reviewed monthly. The Emergency Care Committee consists of the medical director, the director of nursing, a staff training representative, a quality improvement coordinator, and a unit director.

The Nutritional Management Advisory Committee meets every six months to review CWC policy on dysphagia, feeding techniques, nutrition, and therapy services. Committee members include Occupational Therapy, Medicine, Nursing, Dietary, Rehabilitation Medicine, and Gastroenterology. The committee reviews eating assistance techniques and all new enteral tubes. In addition, the committee serves as an educational resource for Central Center staff.

The CWC Medical Ethics Committee meets every six months to review policies on end-of-life decision-making, behavior treatment techniques, consent issues, and specific cases referred to the committee. Members include the medical director, director of nursing, clergy, a QMRP, legal representation, guardian/family members, and a client rights specialist. A relationship with Hospice Care has been established to assist with end-of-life care. All new "do not resuscitate" (DNR) requests are renewed by the committee prior to implementation.

The Medical Records Committee continues to audit the medical records of individuals, focusing this year on osteoporosis screening and cardiovascular risk assessment. The committee continues to monitor pain management.

Medical services are provided in the CWC living units and in the CWC Short-Term Care Unit (STCU). The STCU serves individuals from the community for short-term evaluations and

people who live at CWC who require services such as continuous oxygen for respiratory ailments or fluid therapy for mild dehydration. Medical consultation is provided when hospitalization is required at UW-Hospital.

Medical staff have participated in the Health System Management Team. Quality Indicators evaluated include:

- Outcome analysis of morbidity data
- Pain management
- Nutritional status
- Communication of health-related information (HIPAA)
- Emergency response
- Medication and medical device errors and adverse drug reactions
- Skin care
- Use of physical restraints and psychotropic medications
- Continuity of care with our health care partners

## **Music Therapy**

### **PROGRAM HIGHLIGHTS**

Three credentialed music therapists and interns provided music therapy services to over 275 people each week. Services include individualized assessments, program planning, and integration of Individual Program Plan objectives in both structured and leisure music therapy sessions. Annual and quarterly reports were completed for all individuals seen in goal-oriented structured therapy sessions. The Music Therapy Department also provided support, consultation, and integrative programs to all living units and program areas including Therapeutic Recreation, Adult Education, Foster Grandparent Program, Occupational Therapy, Physical Therapy, and Cardinal School, as requested. Live music was provided, as requested, for Center-wide special events, memorial services, holiday celebrations, and the Family Picnic. Music Therapy continues to coordinate Center-wide piano tunings.

The *Concert Prep* summer series was offered for six weeks, mirroring the Wisconsin Chamber Orchestra Concert on the Square program. Two sessions were offered per week of adapted musical experiences based upon classical music. Average attendance each week for the two sessions was 75 participants. This program offers diverse music of different periods of history and cultures.

### **Intern Training**

Four students completed 1040 hours each (six months, full-time) of intern training in music therapy (MT). Schools represented included:

- University of Wisconsin – Oshkosh
- Illinois State University
- University of Wisconsin – Eau Claire
- Radford University (Radford, Virginia)

In addition to interviews at CWC, interns were also recruited and interviewed at both the national and regional music therapy conferences. The availability of housing on-grounds continues to be a very important aspect in recruiting interns. Physical therapy (PT) interns visited several music therapy sessions. Occupational therapy (OT) interns assisted with the OT/MT groups. Correspondence with students is conducted through an increasing use of e-mail and a reduction in long-distance phone and mail costs.

### **Awards/Presentations/Publications**

The Music Therapy Coordinator received a Certificate of Commendation from the Governor for work on developing techniques in the field, training interns, and contributing to the Center's quality improvement initiatives.

The CWC Music Therapists assisted with the Great Lakes Regional Music Therapy Conference in Milwaukee. Music was provided for the Award Luncheon in Milwaukee.

The Capital Times newspaper featured an article on the CWC Music Therapy program titled, *Good Vibes: Music Therapy Helps People with Disabilities* (12/24/04).

CWC Music Therapists serve the American Music Therapy Association in the following roles:

- Assembly of Delegates
- Great Lakes Regional Past President
- Financial Advisory Committee
- Great Lakes Regional Secretary
- Education and Clinical Training Advisory Board

University professors and music therapy students from University of Iowa and UW-Oshkosh toured the MT program for a day-long program.

International visitors from Japan received an overview of the MT program and toured the department area. Instruments were demonstrated and treatment techniques used at CWC were translated.

Therapists supported, organized, and participated in providing a concert by the integrated Very Special Arts Choir – Madison at CWC.



program through the Wisconsin Women of Wings program.

### **Training Provided**

Tours of the Music Therapy department were provided to both community-based staff and CWC staff. Additional tours have been provided to parents considering the Short-Term Assessment Program (STAP).

Program staff from Southern Wisconsin Center for the Developmentally Disabled observed MT groups.

The Music Therapy Coordinator also presented sessions on Music Therapy to student symphonies in Chiba, Japan as part of a cultural exchange

### **New Program Initiatives**

The CWC Staff Band and Orchestra played for holiday celebrations with 16 - 20 staff participating by playing violin, saxophone, flute, accordion, trumpet, trombone, keyboard, clarinet, and percussion. Music Therapy coordinates the rehearsals, conducts, plays in the band, sets up and organizes the music.

The CWC Music Therapists are working in partnership with West Music in Coralville, Iowa to help develop adapted spring mallets based on designs from Central Center.

Fourteen Music Therapy assessments and recommendations were provided to the Short-Term Assessment Program (STAP) as requested by the team.

Initial plans are underway to develop an ongoing exchange program with the Madison Symphony Orchestra.

## **Nursing Services**

### **PROGRAM HIGHLIGHTS**

Nursing Services is comprised of the Director of Nursing, a Program Assistant, Administrative Charge Office (6.8 Nursing Supervisor positions), Short-Term Care Unit (1 Program Assistant, 1.5 RCS, 5.8 RNs, 3.5 LPNs, and 12.5 RCTs), 2 Central Supply Staff, 1 Area Assistant, 3 RCT escorts, 12 Unit Nurse Clinician 3s, .8 Employee Health Nurse, 1 Infection Control/QI Specialist, 6.8 Staff Training staff (1 Nursing Supervisor, 4.9 Nursing Instructors, and 1 Program Assistant) and 12.5 Float Resident Care Technicians. Nursing Services is responsible for guiding the nursing care provided by 59.3 LPNs, 47.2 Nurse Clinicians, and 400.5 Resident Care Technicians (Certified Nursing Assistants).

The Program Assistant for Nursing Services increased work percentages from 50 percent to 100 percent. This is a newly created position and provides administrative support to the Director of Nursing. The NC3 (Nurse Clinician 3) float position was newly created last year. The position has remained filled with the NC3 assisting with daily unit nursing coverage, nursing documentation and completing special projects assigned by the Director of Nursing.

### **Staffing**

Thirteen LPNs (Licensed Practical Nurse), twelve Nurse Clinicians and three Nursing Supervisors were hired during this report period. Three Nursing Supervisors were hired for the Administrative Charge Office to provide 24/7 nursing consultation Center-wide and are designees for the Director. Five limited-term nurses provided nursing coverage for vacancies or assisted in training activities for the Certified Nursing Assistant course.

Nursing recruitment continues to be a priority goal for Nursing Services. The shortage of qualified nurses remains a national trend and noted locally. As nurses retire from positions, it continues to be difficult to find qualified replacements. RN vacancies ranged from three to seven and LPN vacancies ranged from six to fourteen and one-half during this report period. Routine newspaper ads advertised positions in the local papers. Job announcements were sent to the Vocational/Technical schools in Wisconsin, identifying job vacancies and clinical preceptorships available to interested student nurses. A CWC Nursing Instructor represented the Center at the **Nursing Matters** Job Fair in September 2004. Brochures and information related to State benefits and nursing jobs were designed and shared at various job fairs and nursing schools throughout the year. Additionally, the Internet website advertising current nursing positions has been a positive recruitment tool for nurses seeking employment options:  
<http://jobs.der.state.wi.us> .

From January - October 2004, the Director of Nursing interviewed over forty-four applicants for nursing positions which resulted in hiring fifteen nurses. A total of twenty-eight nurses (RNs and LPNs) were hired from June 2004 - June 2005. Sign-on bonuses were offered to Nurse Clinicians as incentives to defray health insurance costs or tuition reimbursement. The sign-on bonuses helped to recruit ten new nurses to State service.

## **Nursing Students**

The Director of Nursing and the Training Director continue to function as Faculty Associates for the UW-School of Nursing. Faculty Associates are required to provide at least 30 hours annually of teaching or services to support the work of the School of Nursing. Central Wisconsin Center continues to serve as a clinical site location for Certified Nursing Assistants, Registered Nurse students (Associate, Baccalaureate and Master prepared) and Graduate Nursing Students/Nurse Practitioner for five different nursing programs in Wisconsin. Three CWC nurses attended the Preceptor Orientation program sponsored by UW-Madison School of Nursing and have actively participated as preceptors to nursing students over the past year.

The UW-Oshkosh School of Nursing and the UW-Madison School of Nursing continue to contract with CWC for clinical rotations for senior nursing students. One graduate nursing student from UW-Madison in the Pediatric Nurse Practitioner program had a clinical rotation at CWC last summer. Three senior nursing students (one in Fall, two in Spring) from UW-Madison School of Nursing successfully completed clinical preceptorships with three Nurse Clinician 3s.

This year was the first time Licensed Practical Nursing students from Madison Area Technical College (MATC) did not complete clinical rotations in Murphy Hall. A curriculum change necessitated a reduction in the clinical time spent at CWC. The Director of Nursing continues to function as a member of the MATC Nursing Advisory Board for LPN and Associate Degree Nurses (ADN) students.



## **LPN Stipend Program**

The LPN Stipend Program continues to be offered as a career ladder to a limited number of Resident Care Technicians who meet eligibility requirements. Through the program, recipients are eligible for reimbursement of tuition, access to required books and salary while working part time and attending an accredited nursing school. Application guidelines were developed and reviewed by the LPN Stipend Selection Committee and the Center Director. As of July 2005, one RCT is in the LPN Stipend Program. Many employees are on waiting lists and have not received notification of dates to start nursing school. The approach to "Grow Your Own" staff has been a positive recruitment/retention tool as noted with four RCTs completing the LPN Stipend Program.

## **Career Progression –“Grow Your Own”**

Union and Management representatives identified career progression opportunities for employees interested in nursing careers. Guidelines were developed and identified a variety of options for Resident Care Technicians, Licensed Practical Nurses and Registered Nurses to further professional education in Nursing. The options included: RCT Advancement to LPN, LPN Stipend Program, RCT Advancement to RN, LPN Advancement to RN, LPN Advancement to RN-Stipend Program and RN Advancement to BSN, MSN, Nurse Practitioner or Ph.D. Tuition



reimbursement, salary adjustments and/or book loans are added benefits to these eligible employees. To date, there are no recipients of the newly created RN Stipend Program and one in the LPN Stipend Program.

### **Nursing Practice Committee**

This committee consists of nurse representatives from each unit and meets on a monthly basis. The workgroup discusses nurse practice issues, pharmacy changes and reviews/modifies nursing procedures and policies. These nurses also update knowledge of medical technology, new equipment and provide product evaluations. The committee continues to participate in piloting dual flow enteral feeding pumps, revising/updating nursing policies and procedures and networking to share best practices on a Center-wide basis.



### **Nurse Clinician 3 Committee/Activities**

The Nurse Clinician 3 group meets monthly to discuss nursing issues, update knowledge/skills and problem-solve ways to improve nursing care. The nurses network to explore ways of improving nursing documentation, review technological changes, discuss pharmacy changes, identify delegation/joint practice issues, and problem-solve complex nursing care concerns.

The Nurse Clinician 3 staff actively participate in developing the Unit Orientation Checklist to help orient new staff to the health care needs of persons residing on the units. Competency testing continues to be provided by the NC3 staff in the areas of: oxygen administration, discontinuing enteral feedings, tracheostomy cares, epi pen usage and other delegated nursing acts. Teaching activities continue to be provided by Nurse Clinician 3s in the areas of: mock respiratory emergency drills, safety, first aid measures, medication administration, medication error monitoring, seizure charting, enteral feeding pumps, hydration/nutrition, injury/accident reporting, pain management, protective equipment, hand hygiene and other infection control practices. Policies and guidelines regarding persons who are “Nutritionally at Risk” (NAR) have been developed and shared with members of the interdisciplinary team. Pain management and skin care continue to be areas for continual assessment, monitoring and evaluating. Nurses continue to provide prompt reporting and follow-up regarding safety practices and prevention strategies related to accidents and injuries.



### **Incident Review Committee**

An eleven member interdisciplinary committee meets monthly to review incidents involving people who live at CWC. The committee reviews all critical, non-critical, unknown and near miss incidents, provide investigatory information, and follow-up on prevention trends or patterns of injuries. The committee makes recommendations to unit teams and monitors outcomes to

improve accident/injury rates. If needed, chart audits are conducted to track outcomes and to identify areas for improvement.

Monthly Risk Management Unit Team meetings are conducted to problem-solve and review injuries, patterns and prevention strategies. Data are reviewed to determine trends and if there is the need for additional training or improvement. Prevention strategies are emphasized with a focus on staff education.

### **Emergency Care Committee/Emergency Training**

The Emergency Care Committee meets monthly to review Center-wide emergency care issues. The committee members assist in coordinating emergency drills and providing feedback to prepare staff to respond to cardio/respiratory emergencies. Emergency drills continue to be conducted on every living unit on each shift by Charge Nurses, Staff Training Instructors and the Nurse Clinician 3s. An emergency trainer cart has been implemented for staff to use during the simulated emergencies on the living units. Drill scores ranged from 14 to 20 points, with 20 points being the optimal score. Feedback from staff has been positive regarding drill experiences and "hands on" use of emergency equipment.

All RN, LPN, RT, and MD staff are CPR (Certified Pulmonary Resuscitation) certified by the American Heart Association on an annual basis. CPR training now includes competency training on the use of the Automated External Defibrillators (AEDs) for all MD, RT, LPN, and RN staff. Emergency drills and workshops on respiratory care procedures are provided annually with competency-based skill evaluations. All living units and select departments have access to an AED and emergency cart, if needed. The American Heart Association-FACT course with CPR and first aid training was provided by two CPR Instructor Trainers to select RCT and program staff to update knowledge and skills regarding first aid when on community outings.

### **Fall Prevention Committee**

The Fall Prevention Committee is comprised of staff representatives from Nursing, PT/OT, QMRP and Staff Training. The committee developed a fall record data system and reviews fall data from Living Units 1, 2, 4, and 5. The fall data record identified specific information regarding the fall, location, reason and any injuries that may have occurred. Unit teams review the data and obtain baseline information to problem-solve prevention strategies. Use of the data records has been expanded to other units to monitor falls. These data help track injuries and provide information to team members to modify plans of care. Hip protectors continue to be used by select individuals with excellent results. A reduction in injuries has been noted and additional protectors are being recommended. Training on fall prevention, including the Facing Forward approach, continues to be implemented in the Certified Aide Instructional Program for newly hired Resident Care Technicians, General Orientation for all newly hired staff, and annual training for all unit staff. In addition to the videotape, posters were designed and distributed as reminders for unit staff to follow safety guidelines.

**Safety in the Environment:** The CWC Director, Administrative Assistant, and Director of Nursing developed a PowerPoint presentation for CWC staff, "Your Role in Promoting Safety in the Environment: Preventing Sexual Abuse". This 30-60 minute training program was presented to more than 125 staff. Feedback was used to make modifications in the training with the goal of presenting the content to all CWC staff in FY 2005-06.

### **Quality Improvement Activities**

Nursing Services continuously recruits for qualified nursing staff, monitors medication error statistics and accident/injuries, assists with quarterly active treatment/infection control surveys, studies strategies to improve nursing documentation, transitions/implements a closed enteral feeding system, provides nutrition monitoring and pain management, standardizes oxygen concentrator use, and improves communication through standardized cross shift reports.

Quality improvement initiatives over the past year included:

### **Nursing Retention/Recruitment Efforts**

Efforts to recruit and retain qualified nursing staff included:

- Streamlining Documentation Project Team
- Career Progression Programs
- Committee Participation (Nurse Practice, NC3, Nurse Retention)
- Student Nurse Clinical Experiences
- Cross Shift Communication
- Systems Management Team Participation
- Continuing Education Offerings/Professional Development (ongoing)
- Advertising in newspapers, journals, job fairs, Internet, etc. (ongoing)
- Nursing Retention Committee

Throughout the year, special project teams have studied ways to improve nursing recruitment strategies, retention factors, redesign of workloads, promote career ladder initiatives and reduce duplication of nursing documentation. Special Project Teams have included: Streamlining Documentation, Cross Shift Communication, Closed System Enteral Feeding Pilots, and Career Progression – RN/LPN Stipend Programs.

### **Enteral Feeding System**

Dual flow pumps, portable pumps, and a variety of different brands of enteral feeding pumps have been piloted on the units with feedback from nursing staff. Specifications for enteral pumps to meet diverse needs were identified and piloted on specific units. Implementation of a closed, dual flow enteral feeding system was completed with persons residing in Building 3. Murphy Hall 2N/S will be implementing the new system over the summer months with 1N/S projected to convert to the closed system by October 1, 2005. Central Supply and the Nurse Clinician 3 staff from these units were instrumental in providing clinical expertise to plan and transition to the closed system. Consultation with Dietary Services, Stores, Medical Services and other nurses continues as the dual flow system expands to other units.



### **Medication Errors**

Medication errors are reviewed at the time of the error with the Unit Director or NC3, reviewed by the Director of Nursing, and at the monthly Medication Error Committee meeting. Problem-solving approaches are discussed with each nurse involved. Error rates continue to be low as compared to national statistics. Follow-up and prevention strategies are shared with medical,

nursing and pharmacy staff as appropriate. Medication observations/audits of nursing staff administration of medications continue as an improvement tool to ensure compliance with nursing standards of practice.

### **Pain Management**

The pain assessment tool and data collection tool continue to be utilized to identify baseline assessments and collect data related to pain/comfort management effectiveness. Baseline information has been collected/reviewed at each individual's annual review and recorded on the tool. Pain assessment was added to the Incident Report form in the Nursing Assessment section. Data collected relate to acute and chronic pain episodes and filed in the new Pain Management section of the chart. Additional training on use of the data collection tools and learning opportunities regarding the topic of pain management continues.

### **Infection Control/Living Unit Audits**

The Infection Control (IC) Nursing Specialist conducts infection control surveillance activities in each living unit. Feedback is provided to increase knowledge and skills related to infection control practices. Initial and follow-up visits are provided by the IC Nursing Specialist, NC3 and Charge Nurse to ensure regulatory compliance.

### **Nutritionally at Risk (NAR)**

Protocols, standardized guidelines and written tools to use as reference when identifying someone at risk for nutritional problems continue to be utilized by team members. Two individuals were monitored over the year but no longer meet the definition for "Nutritionally at Risk".

### **Oxygen Concentrator Task Force Team**

The IC/QI Specialist met routinely with this team to review policies/procedures, documentation and problem-solve issues related to use of oxygen concentrators. Respiratory policies and procedures were revised to include the addition of lapel badges to be worn whenever oxygen is removed from an individual. Unit teams have been involved in problem-solving ways to educate staff regarding oxygen equipment, usage and safety. A videotape, lesson plan and quiz were developed to promote staff education and promote safe use of oxygen. This training program will be used to orient direct care staff to oxygen delivery systems and mandatory remedial training for staff when an incident occurs.

### **Communication Systems - Cross-Shift/Charge Report**

Nursing and Resident Living staff continue to partner study ways to improve the process for cross-shift report/rounds. In June 2005, Nursing Services implemented guidelines for nurses to give cross-shift report. Nurses are expected to actively participate in cross-shift reports with nurse colleagues and with the direct care staff. Use of the Daily Report Record, Daily Living Plan, Cares Activities Mealtime Interactions (CAMI) notes, Interdisciplinary Team recommendations, Nursing Directives and rounds are tools to share needed health information at shift report. Nurses continue to work with Resident Living staff to modify the Daily Living Plan to a computerized format and implement daily charting by direct care staff using CAMI notes.

The Nursing Charge Report format was modified and expanded to other staff. Customized reports, tracking events over time and summaries are now possible with the new computer program. Center-wide data regarding changes in health status, discharges, admissions and other health-related information are documented each shift and accessible to Physicians, Social Workers, QMRPs and Administrative staff. Staff feedback regarding the value of this communication tool has been positive.

In September 2004, all covering RNs on duty were assigned pagers to facilitate prompt communication with direct care staff, physicians, supervisors and Charge Nurses.

### **Streamlining Documentation**

A committee comprised of nurse representatives, a pharmacist and a QMRP met regularly to discuss ways to reduce duplication in nursing documentation. The Annual Nursing Report, Annual Review Form, and Quarterly Nursing Assessment forms were modified and piloted. Feedback was received and changes were made. On November 3, 4 and 11, 2004, two-hour mandatory workshops for RNs were held to update nurses on the form changes. Form revisions continue to be discussed and software programs reviewed in an attempt to further reduce duplication.

### **Professional Development**

A two-hour Respiratory Assessment presentation was provided on March 24 for 24 staff. On April 28, the three-hour Cardiac/Respiratory Anatomy Lab was presented by Stuart McVicar, Respiratory Therapist, EMT for 21 staff/students. The Director of Nursing co-presented the Tardive Dyskinesia Workshop on September 30 to thirty-six community staff.



## **Peer Crisis Intervention Program**

### **PROGRAM HIGHLIGHTS**

Approximately 190 employees voluntarily participated in services offered by the Peer Crisis Intervention (PCI) program. The objective of the program is to offer group support, assistance, and education to staff that have experienced job-related and/or other potentially traumatic events that effect the work environment.

PCI volunteers conducted eleven debriefing sessions related to nine separate incidents. Follow-up contacts were made with individuals when needed. Informal contacts were made through phone calls and one-on-one meetings, as requested regarding six of the incidents.

In addition to providing emotional support to employees, PCI volunteers also discuss the grieving process, normal reactions to critical incidents, and strategies for coping with stress. Handouts and brochures are available for staff at the defusing sessions.

Recruitment and interviewing of potential volunteers was the focus of the PCI program during the summer and fall of 2004. PCI Coordinators put together a full day of training for program facilitators. Twelve recruits joined seven long-time participants for the event on November 5, 2004. PCI volunteers met again on February 7, 2005 to discuss ways to improve this service for employees, to review program materials, and how to integrate new volunteers into debriefing sessions.

# Pharmacy Services

## PROGRAM HIGHLIGHTS

The Pharmacy Department employs one full-time registered pharmacist as director, 3.2 registered staff pharmacists, and four pharmacy technicians. Hours of operation are from 7:30 AM to 4:00 PM daily, Monday through Friday. Pharmacy services are provided in CWC living units and in the CWC Short-Term Care Unit.

The Pharmacy Department provides and promotes comprehensive pharmaceutical care for the health, safety, and comfort of people living at CWC, their families, and staff. The department helps individuals residing at the Center receive optimal care by ensuring safe and appropriate use of pharmaceutical products.

Pharmacy Department Services include:

### Distribution of all Medications

- Procurement and management of pharmaceutical inventory. Purchasing pharmaceuticals on the Minnesota Multi-State Contracting Alliance for Pharmacy (MMCAP) contract helps CWC Pharmacy realize a savings of approximately 13 percent when compared to what the same medications would normally cost if not on the MMCAP contract. The CWC Pharmacy inventory system is now computerized. Inventory levels and reorder quantities are now established for all formulary medications in the Pharmacy computer system. Orders to the pharmaceutical wholesaler are generated by the automatic drug reorder program in the Pharmacy computer system.
- Direct control, packaging and distribution of all medications.
- Preparation of extemporaneous pharmaceutical preparations.

### Clinical Reviews

- Review of all medication orders for allergies, proper drug use, dose, dosage form, dosage regimen, and route of medication (drug-drug, food-drug, drug-tube feeding, and drug-lab interactions), adverse reactions, and side effects.
- Quarterly, comprehensive medication reviews with appropriate recommendations to the interdisciplinary team.
- Provision of pharmaceutical information to healthcare professionals and guardians.

### Consultative Services

Pharmacists provide regular consultations to individuals upon admission to the Short-Term Care Unit and at Integrated Behavior Reviews. These consultations include recommendations for alternate medications, dosage adjustments, and changes in administration times to reduce complexities. Pharmacists utilize the Dyskinesia Identification System: Condensed User Scale (DISCUS) to directly monitor clients whose medication regimen puts them at risk for tardive dyskinesia. Pharmacists prepare an annual medication history for each client that details all changes made in each client's drug regimen over the previous twelve months.

### Pharmacy Student Program

Pharmacists provide training to Doctor of Pharmacy students through an 8-week Advanced Pharmaceutical Care Clerkship. The Center became an Experiential Education Site for the University of Wisconsin School of Pharmacy in May 2001. Students are involved in a variety of activities, including interdisciplinary team functions and formulary development.



### **Pharmacy and Therapeutics Committee (P&T)**

The Pharmacy Director serves as the chairperson for this twelve member interdisciplinary advisory committee, which represents the official organizational line of communication and liaison between medical, pharmacy, and other healthcare staff. It develops and implements broad professional policies relating to drugs at CWC, including their evaluation or appraisal, selection, procurement, storage, distribution, and safe use within the formulary system. Pharmacy staff, under the general direction of P&T, utilize new generic medications as they become available. Some recent examples of cost savings realized by generic substitution include: polyethylene glycol 3350 - \$2500/year and gabapentin (all strengths) - \$28,400/year. Conversion to less expensive drugs within a therapeutic class will result in additional savings. For example, switching from esomeprazole to lansoprazole orally-disintegrating tabs will potentially save \$98,000 over the next twelve months.

### **Medication Distribution Task Force (MDTF)**

This four member interdisciplinary team is a subcommittee of P&T. This group serves as a board of consultants in matters relating to medication distribution. They make recommendations based on observations and data collection to P&T, helping to ensure an efficient and safe medication distribution system.

### **Controlled Substance Committee**

The controlled substance committee is an interdisciplinary subcommittee of P&T whose primary purpose is to identify current problems with storage, distribution, and documentation of controlled substances throughout the Center. The group then recommends policies and procedures that will ensure effective care and minimize the potential for diversion in accordance with State and Federal regulations.

### **Medication Error Evaluation Group**

This four member interdisciplinary team is a P&T subcommittee for review of all medication errors. The group identifies root causes and makes recommendations to P&T to prevent future errors.

### **Medication Technology Task Force (MTTF)**

This ten member interdisciplinary team is a subcommittee of P&T. Team members are from pharmacy, nursing, medical records, respiratory therapy, IS Department, business office, and the medical staff. The purpose of the group is to identify new technologies that will improve documentation, efficiencies, and cost effectiveness within the medication system.

### **Quality Improvement Activities**

Pharmacists provide ongoing consultation in all areas of medication therapy and distribution. They participate in interdisciplinary team functions and provide recommendations in areas of behavior intervention, pain management, nursing medication policies and procedures, emergency care, and medical audits. Quality improvement studies are conducted to help identify “best practices” that will ultimately result in cost containment. Studies are also conducted in areas of distribution to identify ways to improve the systems of medication labeling, delivery, and security.

### **Publications**

The department, in conjunction with P&T, is responsible for revising and publishing the “Formulary”. The “Formulary” is a continually revised list of pharmaceuticals and medication related policies, procedures, and information that represents the clinical judgement of the physicians, pharmacists, and other health care professionals in the diagnosis and/or treatment of disease and promotion of health. The Pharmacy Director is working with IS staff to develop a formulary system database that will soon be available on the Center’s Intranet site.

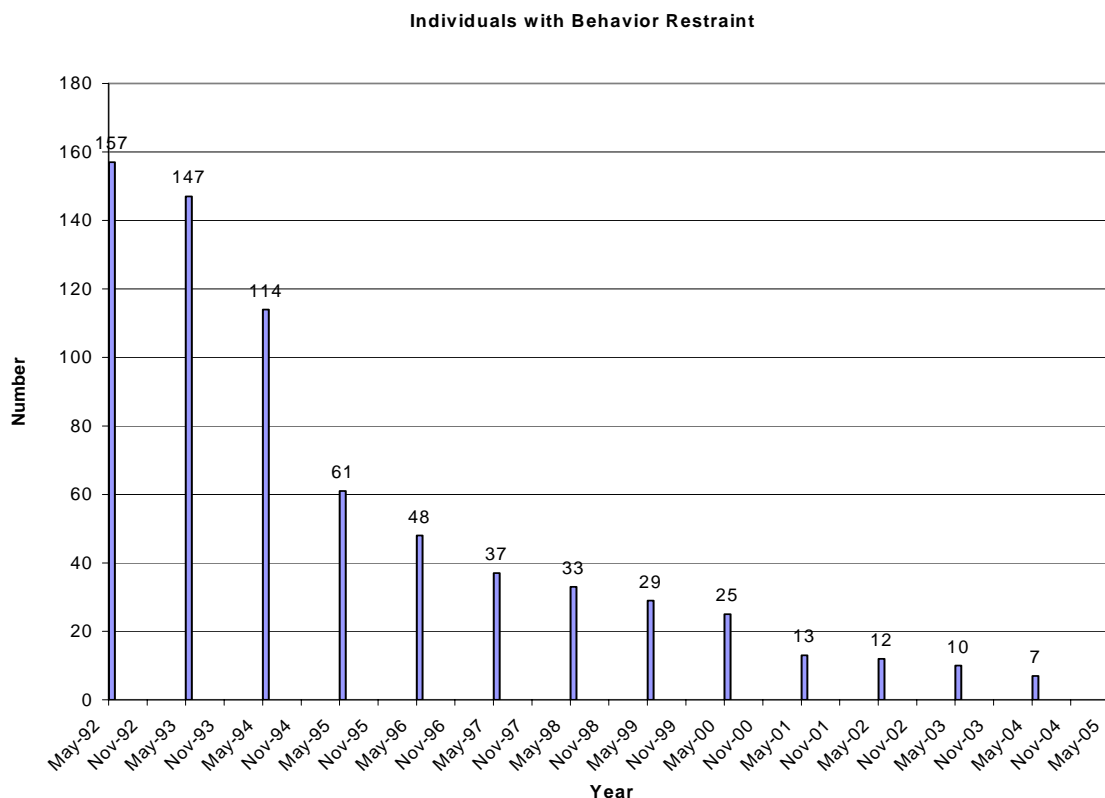
# Psychological Services

## PROGRAM HIGHLIGHTS

The CWC Psychological Services Department is committed to providing state-of-the-art support services that maximize the quality of life of the individuals living at the Center. In keeping with this commitment, annual skill and progress assessments are provided for all individuals living at CWC, and behavior intervention services are provided for each individual who has been identified by their interdisciplinary team as in need of behavior support services. In addition, community technical assistance and workshops are provided to support individuals with developmental disabilities currently living in community settings. Psychological Service Department staff serve in the Employee Assistance Program and as Peer Intervention Counselors.

**TABLE V**

### Restraint Trends



The Psychological Services Department consists of the Director of Psychological/Program Services, seven Psychologists/Associates, and four Psychological Service Assistants.

Psychological Services Department initiatives include:

- Assuring that all behavior intervention plans are derived from a detailed assessment of behavior function.
- Assuring that all behavior intervention plans have functionally equivalent replacement behaviors that can be substituted for the identified problem behavior.
- Providing direct training to help individuals acquire functional replacement behaviors.



- Providing assessment and monitoring of all individuals who are at risk for accidental or intentional ingestion of non-nutritive substances.
- Providing reliable data on the incidence of peer-to-peer aggression and developing recommendations for reducing peer aggression.
- Developing interventions that can reduce the need for behavior restraint usage (Table V).
- Providing competency-based training and algorithms to facilitate the comprehension of intervention procedures.
- Monitoring the implementation of Individual Behavior Intervention Programs (IBIPs) to assure accuracy, consistency, and effectiveness.
- Promoting integration of medical, psychiatric and psychological services for individuals with problem behaviors through an integrated review and planning process referred to as Integrated Bio-behavioral Reviews.
- Continually updating and refining training curriculums for new employees.
- Integrating Psychological Services across CWC's Short-Term Care Unit programs.
- Identifying ways to reduce staff injuries stemming from aggressive behavior demonstrated by individuals living at CWC.
- Assessing adaptive behavior and cognitive skills to assist interdisciplinary teams in identifying appropriate learning objectives for the people living at CWC.
- Supporting the organization's efforts at quality improvement through implementation of a "systems" focused model.
- Provide training in the Personal Safety Techniques utilized by CWC employees.

## **Qualified Mental Retardation Professional**

### **PROGRAM HIGHLIGHTS**

Qualified Mental Retardation Professionals (QMRPs) are responsible for developing, coordinating, integrating and monitoring Individual Program Plans (IPPs) to assure quality outcomes consistent with treatment approaches for all individuals living at CWC.

As part of the QMRP Department's ongoing commitment to improve the quality of life for the people who live at CWC, the department has been piloting a new approach to developing the Individual Program Plan. By using person-centered planning, the interdisciplinary team focuses on how to personalize and improve the services and supports for an individual. The QMRP Department will continue to refine this approach in the coming months.

There are presently fourteen QMRPs on staff at CWC, and the average caseload per QMRP is approximately twenty-five individuals.

## **Rehabilitation Services**

### **PROGRAM HIGHLIGHTS**

#### **Organization**

The Rehabilitation Services Department provides Physical Therapy, Occupational Therapy, Respiratory Therapy, and Rehab Technology services to persons living at Central Wisconsin Center. The Department consists of the Director of Rehabilitation Services, 8.9 physical therapy positions, one physical therapy assistant, 9.75 occupational therapy positions, 3.85 occupational therapy assistants, seven respiratory therapy positions, and six orthopedic appliance technicians.

In its thirteenth year as a Wisconsin Medical Assistance (MA) Provider, CWC generated \$55,447.81 in MA reimbursements, which are billed and reimbursed on a calendar year basis. Medical Assistance is billed for the splint devices used at CWC and the seating systems and splint devices for outpatient clients. In February 2005, Physical and Occupational Therapy began billing community clients for services rendered. Private insurance, if available, continues to be billed for all adaptive equipment for both CWC and outpatients.

### **CWC Services**

#### **Therapy Services**

The Rehabilitation Services Department continues to provide quality physical, occupational and respiratory therapy services to people who live at Central Wisconsin Center and those admitted through the Short-Term Care Unit and Short-Term Admissions Program.

**TABLE VI**  
**Therapy Services**

	Occupational Therapy	Physical Therapy	Respiratory Therapy
Service Provided	FY 05	FY 05	FY 05
Short-Term Care - Active	5	5	28
Completed Referral	185	188	41
Consult	185	185	
Referral Received	184	185	38
CWC – Active	125	97	114
CWC – Completed Referral	382	375	112
CWC – Referral Consult	347	370	
CWC – Referral Received	373	379	112

#### **Rehabilitation Technology Services**

The Rehabilitation Technology Laboratory provides seating systems, positioners, and orthoses for people residing at Central Wisconsin Center. The Lab continues to provide services on an inpatient and outpatient basis. Prior authorizations for seating systems/wheelchairs were submitted for 26 clients.

**TABLE VII****Rehab Lab Orders Completed**

	Rehab. Orders Completed
	FY 05
Miscellaneous	1332
Orthoses	16
Seated Positioning Systems	50
Prone Positioners	4
Sidelyers	2
Supine Positioners	1
Seating/STCU	23
Miscellaneous STCU	89
Orthoses/STCU	21
<b>TOTALS</b>	1546

STCU = Short-Term Care Unit

**Student Training Programs****Occupational Therapy Student Program**

Occupational Therapy provides training for individuals who are enrolled in occupational therapy and occupational therapy assistant programs. Over the past fiscal year, a total of two Level II occupational therapy interns completed 12-week affiliations. One Level I intern completed her one-week affiliation. Twenty-one occupational therapy assistant students completed their requirement for their Level I fieldwork. Two students successfully completed their Level II internship and twenty-one students successfully complete their Level I internships. In addition, the student coordinator presented lectures on Oral Motor Development and Range of Motion to occupational therapy interns in their third semester of study at Madison Area Technical College.

Contracts for student affiliations remain in effect with the following schools: University of Wisconsin-Madison, Western Michigan University, Mount Mary College, Washington University, Quinnipiac College, St. Ambrose College, Concordia University, Madison Area Technical College, University of Minnesota, and the University of Wisconsin-Milwaukee. A new contract has been set-up with the University of Southern California.

**Physical Therapy Student Program**

Physical Therapy continues to provide training for physical therapy and physical therapy assistant interns. Sixteen physical therapy students have participated in the training program, including one intern for ten weeks, four interns for eight weeks, three interns for seven weeks, three interns for six weeks, three interns for four weeks, one intern for two weeks, and one physical therapy assistant for four weeks. Thirteen physical therapy interns successfully completed clinical affiliations.

Contracts for student affiliations were renewed or remain in effect with the following schools: University of Wisconsin-Madison, Marquette University, Washington University, Northwestern University, Mayo School of Health Related Sciences, Finch University/Chicago Medical School, Concordia University, Maryville University, Quinnipiac College, Carroll College, and Blackhawk Technical College.

### **Respiratory Therapy Student Program**

From September through December 2004, 12 second-year Madison Area Technical College Respiratory Therapy students participated in the Respiratory Therapy Program. Each student spent one day observing and assisting the Respiratory Therapists. The contract with Madison Area Technical College, to provide this one-day clinical observation practicum, has been renewed.

### **Training Services Provided**

Occupational Therapy, Physical Therapy, and Respiratory Therapy spent a total of 1189 hours providing training and consultation to: parents, guardians, and individuals involved in placement and planning issues; University of Wisconsin-Hospital and Clinics during swallow studies; Botox and orthopedic appointments; community-based vocational programs; and bus companies.

### **Services Provided to CWC Staff**

Physical Therapy, Occupational Therapy and Respiratory Therapy continue to provide training to staff at Central Wisconsin Center. Over the past fiscal year, therapists have spent a total of 661 hours in Staff Training and Development, offering training sessions during the certified nursing assistant classes. Six hundred and thirty hours have been spent training RCTs on individual occupational therapy, physical therapy, and respiratory therapy client goals and programs to be carried out in the various buildings. The majority of the time was spent on competency-based training. In addition, a total of 194 hours of training have been provided to UW-Rehabilitation Medicine Physicians, RNs, LPNs, program staff, teachers, and new Rehabilitation Department employees.

## **Projects and Training**

### **Assistive Technology Resource Center (ATRC)**

The Assistive Technology Resource Center offers evaluation by a speech pathologist and occupational therapist. The purpose of the evaluation is to match an individual's needs and ability with switches and communication devices. The goal is to increase independence and ability to control the environment. In addition, the Assistive Technology Resource Center includes a library where individuals can borrow equipment to try in their living unit. A variety of new switches have been purchased for the resource center. The ATRC committee is in the process of developing a picture catalogue of all the equipment available, and this catalogue will be distributed to all areas.

### **Transportation Committee**

The transportation committee has been meeting every two to three months. This past year the committee purchased new anchoring straps for the EZ-on vest and a manual on using car seats. Training for bus companies is completed when new people start an off-grounds program, otherwise ongoing training is done by the individual bus company.

### **Prevention of Falls**

The Prevention of Falls Committee accomplished the following:

- Reviewed the fall data - particularly falls of those who were wearing hip savers.
- Distributed the new posters on how to prevent falls out of bed by using the Face Forward and Focus approach.
- Provided recommendations for modifications and equipment to beds to ensure safety of individuals that are at greater risk of falling out of bed.
- Developed procedures for how to apply shoes, socks and pants while maintaining the Face Forward and Focus approach.
- Assured that all living unit staff have viewed the Face Forward and Focus for falls prevention video.
- Trained staff on falls prevention.

- Members of the committee plan to share Central Wisconsin Center's Falls Prevention Program with other facilities.

### **User-Friendly Committee**

The committee was created to research how to make information in the Occupational and Physical Therapy reports easier and less time-consuming for staff to read. The goal of the committee is to increase the number of staff reading and following therapy recommendations and to ensure the safety of clients and staff.

Therapy staff met to discuss changes to the Daily Living Plan (DLP) cover sheet regarding formatting for ease of use and to ensure that all important information from the occupational and physical therapy recommendations are included in the DLP. Changes to the DLP will be implemented in July 2004 in conjunction with the 2 o'clock report changes. The User-Friendly Committee will continue to assess the effectiveness of the changes and will make further recommendations as needed.

### **Family-Style Dining**

Occupational Therapy met with members of the interdisciplinary team to develop guidelines for family-style dining and the institution of guidelines for mealtime skill development. Occupational Therapy developed three levels of mealtime skill development, each individual who eats orally was assessed for a mealtime skill level and this information was included in the Occupational Therapy Mealtime Recommendations. The Occupational Therapist in the STAP program along with other team members, developed a protocol for mealtime preparation and family-style dining for those admitted to the STAP program.

### **Mandatory Implementation of the Arjo Lift**

Physical Therapy staff developed and implemented strategies and material to guarantee safe use of lifts. Strategies included Center-wide training, distribution of promotional posters, and a video tape on the use of the Arjo lift.

## **Ergonomic Projects**

### **Laundry Relocation and Workflow Evaluation**

The clean linen operation from CWC Laundry Services needed to be moved. The new area was smaller; however the volume of laundry to be processed did not decrease. Two students from the Industrial Engineering Department at the UW-Madison evaluated the laundry operation and the problems encountered. The goal was to keep the laundry operation efficient and free of potential hazards. The students made recommendations for the new area and participated in the relocation of the laundry services and in the implementation of their recommendations. The recommendations included specific locations for the various laundry activities for optimal workflow and location for the storage of items, including hazardous materials. Signs to direct the workflow and to warn of unsafe storage material and environmental conditions were designed and posted. A workflow schedule for the laundry operation was also proposed. The relocation of the laundry services has been successful.

### **Improving Storage Management within Living Units for CWC**

Staff encounter problems with the handling and storage of products that are being delivered from outside vendors to the clients. CWC staff pick up the products from MMHI via a cart/truck and deliver them to the living units. On the living units, the products may be temporarily stored on low carts or on the floor in a general area. Unit staff need to pick up the boxes of products and store them permanently. The boxes are heavy. In the present system, each box with products is handled several times. Several departments are involved in the delivery process. Three Industrial Engineering Students from the UW-Madison were asked to develop a good workflow and to avoid safety hazards.

The students presented a comprehensive document outlining root causes and key issues. They made recommendations for improvements, including flowcharts for an efficient work sequence. They rearranged two storage areas according to their plan.

## **Work Injury Management Program**

### **Work Capacity Screenings**

A total of 256 Work Capacity Screenings were completed. Two hundred and forty-three individuals passed and thirteen failed.

### **Work Conditioning Program**

The Work Conditioning Program, designed to prepare employees for returning to work following an injury, served six individuals. Four returned to full work capacity, one was already at full work capacity, and one currently has work restrictions and is active in the program.

### **Ergonomic Task Forces**

The Ergonomic Task Force is designed to assist staff in creating an ergonomically appropriate work environment to prevent staff injuries. The Center-wide Task Force meets monthly.

### **Job Site Analyses**

Three job site analyses were completed. Environmental modifications and equipment suggestions were provided. This process will be ongoing as areas request assistance.

All employees who have filed an incident report due to an ergonomic related problem, whether or not it results in a Worker's Compensation claim, are being provided with one-to-one job analysis. Included in the analysis is a review of the injury, job hazards, body mechanics, and other issues related to preventing a reoccurrence of the problem.

### **Preventive Fitness Program**

This aspect of the Work Injury Management Program provides individualized preventative exercise programs to employees who feel they demonstrate areas of weakness in flexibility, strength, endurance or overall poor physical conditioning. A total of 1945 hours were spent on preventive exercises by employees utilizing the Fitness Area.

A Team Fitness walk was sponsored in May 2005. Eleven teams participated with a total of sixty-one employees involved.

The fitness newsletter, A Healthy You, continues to be published monthly on the Web and is attached to the Daily Administrative Bulletin (DAB). This is produced in conjunction with the Employee Health Nurse.

The Personal Fitness Program was offered in September and December of this fiscal year. The total cost per participant was \$25 per hour. Thirty employees participated in the program and consulted with a Personal Trainer for either a total of two or four hours. Risk Management Funds initially supported 80 percent of the cost, which was reduced to 60 percent in December 2004 in order to accommodate more participants. The employee participants incurred the remaining 20 and 40 percent respectively. A total of \$2820 Risk Management money funded the program. Employee participants represented a cross-section of departments.

Three Yoga classes were sponsored in September 2004 and two in January 2005. The September total cost per participant was \$65 and the January total cost was \$52 per participant for eight weekly classes. Fifty-seven employees participated in the classes. Risk Management Funds supported 80 percent of the cost totaling \$2704.

## **Equipment**

Equipment purchases were based on suggestions from the Center-wide Task Force. Equipment purchased from the Worker's Compensation funds includes: carts for exchange of supplies, Arjo lifts with scales, Hazard Waste Removal, Barrier-Free Lift in Murphy Hall Pool, computer chairs, tow able carts (spring platform), and therapy stools.

## **Research**

The information in the work injury database is up-to-date. Request can be made to the IS Department for queries to get certain information. A listing of all incident reports has been entered and is updated on a weekly basis to provide injury information to supervisors. This began in October 2001 and summaries of this information are available. Graphs of employee injuries each quarter by living unit and by cause of injury have been created and are being used to identify trends and pinpoint areas to focus injury reduction efforts. Work Injury Management staff have spent 40 hours over the past fiscal year keeping this injury information updated.

# **Religious Services**

## **PROGRAM HIGHLIGHTS**

The Chaplain provides pastoral care and support to the individuals who live at CWC, those hospitalized, their families, and CWC staff. Worship services, spirituality groups, Memorial/Funeral/Internment services, sacraments, pastoral and grief counseling, and meditation materials are offered on an ongoing basis. Ongoing projects during the past year include contacts with Madison Urban Ministry, Lakeview Lutheran Church, and a presentation done at the Madison Area Chaplains group on "Healing Touch"/Ministry with the Developmentally Disabled. Other ongoing projects include fellowship following worship on special occasions, visits including worship

opportunities at CWC by local church groups, and continued community outreach.

The Chaplain works with UW-Hospital to provide hospital visits and to act as a liaison between the hospital and CWC. As a means of furthering community outreach, community pastors and agencies have provided backup services for CWC in the absence of the Chaplain.



*Building 3 Chapel*

# **Resident Living**

## **PROGRAM HIGHLIGHTS**

Resident Living provides programs and services to 339 individuals living in seven living units at the Center. The primary focus of resident living personnel is to assist individuals to participate actively in daily living activities, leisure activities, and structured programs.

The individuals who live at Central Center participate in structured programs throughout the day either in the community or on campus. Resident Care Technicians (RCTs) provide leisure activities throughout the day. Individuals participate in a wide variety of activities including music, craft projects, reading, board games, grooming, gardening, sports, holiday events, and sensory stimulation. Individuals also participate in living unit special events, as well as Center-wide special events.



(Before)



(After)

*B3 Remodeling*

Initiatives within Resident Living include:

- Dayroom remodeling was completed in apartments 3B and 3C
- The electrical upgrade project continues throughout the facility. This project will allow for additional electrical outlets in the apartments. The project is to be completed by early part of 2006.
- A new staff call system is being installed in all living units for emergencies. This system provides a number of emergency call buttons in various areas of the living units, program areas, and the tunnel system for faster emergency response time.
- Resident Living decreased required overtime 40 percent this report period.
- CWC is collaborating with the Dane County Youth Apprenticeship Program to provide work experience for high school students who are in a program for certified nursing assistants. This program has been a successful recruitment initiative for Resident Living. The first year of this partnership has just finished, and three of the four students are now permanent employees.
- Establishment of family visiting areas throughout the facility is underway. These areas will provide quiet, relaxing environments for visiting people who reside at the Center.
- The Murphy Hall team, as part of a "Staff Retention Workgroup", piloted participation as a team in rational assertiveness training.
- Continues to work with labor unions on initiatives that improve retention and work practices.
- Another dining room has been established in LU2. This meets the unit's goal of having all individuals who eat orally to be served in a dining room.
- The individuals of LU4, who are medically approved, are attending full-day programs, either in the community or on campus. The Resident Care Technicians attend the on-campus programming with the individuals to assist with active participation.
- LU5 has established a Quality of Life Committee. The role of this committee is to improve quality of life for the individuals living in LU5 through improvement of communication between staff and supervisors, development of innovative ideas for leisure activities, and creative problem-solving.



- LU7 has completed several training sessions that include: Change, “FISH” video, and Motivating/Teamwork.

## **Social Services**

### **PROGRAM HIGHLIGHTS**

Social Work staff is the primary contact for guardians of individuals living at Central Center. Social workers advocate for the best interests of the people who live at CWC, their families and their guardians. Social workers are responsible for keeping guardians informed regarding changes in health status or treatment programs. The social worker ensures parent or guardian participation as part of the CWC treatment team's decision-making process for each individual. Social work staff facilitates guardian consents for release of information, immunizations, medications, medical treatments, and treatment programs.

Social workers are the primary liaison between CWC and county human service department case managers, Madison public schools teachers, and other community agencies serving individuals living at Central Center. Social work staff assists guardian *ad litem*s by providing information for the annual WATTS review for individuals age 14 and older who are protectively placed at the Center to ensure each individual continues to live in the most integrated environment. Social workers assist county case managers to complete the county protective services yearly review for individuals at the Center.

Social workers are the primary support for families and guardians during sickness, surgery, terminal illness, and death. They facilitate meetings and exchange information between medical staff, families, and other CWC staff. They assist with grief counseling. The social worker assists with arranging memorial services and the coordination of the purchase of memorial items requested by the family or guardian. They encourage and assist guardians in establishing advanced funeral arrangements and assist with the financial aspects of the arrangements.

Social workers arrange for guardians to participate in the annual program review via a conference call. The opportunity for a conference call permits those parents and guardians who live a great distance from the Center to actively take part as a care and treatment team member and to ask questions and offer their suggestions.

The parent or guardian apartment, located in the Short-Term Care Unit, continues to be used by families that must travel long distances to visit. In some cases, social workers also arrange for payment of travel expenses from individual personal accounts when requested by the guardian. Social workers also assist with various aspects of purchasing items for people who live at CWC. The guardian is always contacted for consent for major monetary purchases above \$100.

The CWC Social Services Department consists of five social worker staff, a program assistant, and a director. All CWC social workers meet the certification requirements established by the State of Wisconsin Licensing Board. They continue to participate in continuing education coursework to fulfill the ongoing certification requirements.

# Staff Training and Development

## PROGRAM HIGHLIGHTS

Staff Training and Development (ST&D) is a shared effort by all Central Wisconsin Center (CWC) staff. Utilizing the interdisciplinary approach, staff actively teach, learn, and work together. Clinical service areas and department staff develop and present training offerings independently and cooperatively with the Staff Training Department.

The Staff Training and Development mission statement states that the department “serves as a vital resource link for the educational development and enrichment of individuals to maintain competency in meeting the needs of people with developmental disabilities in a variety of settings. Focusing on excellence and accountability, the department maintains current resources, explores innovative technologies and provides educational offerings to meet CWC learning needs. ”

To meet this mission, the department seeks input for curriculum, course development and revisions from the employees, supervisors, job coaches, the cultural competency committee, and participants from the community.

Items such as course evaluations, learning needs surveys, 360 degree Supervisor Survey, data from incident reports, medication errors, and employee injuries are reviewed to assist in identifying key learning needs and objectives.

Curricula for the following programs were revised in FY2005:

- New Employee Orientation
- Certified Instructional Program for Community/MMHI
- Certified Instructional Programs for RCTs
- Instructional Program for CNAs
- RCT Continuing Education
- RN/LPN Orientation

These curricula were benchmarked with orientation curricula from other State and ICF/MR agencies.

Revised curricula incorporate principles of accelerated adult learning into the training sessions. Lessons include group activities/discussion/presentations, applying the learning immediately in the skill lab or work environment, reinforcing concepts through role-playing and/or games, and making the environment a fun and stimulating place to learn. A greater portion of time is used for hands-on learning with a decrease of lecture time.

Classroom # 2 and Murphy Hall Auditorium have been remodeled incorporating audio/visual multimedia updates. Instructors use a variety of training media in individual sessions, including video clips, PowerPoint, and white boards.

Results from the 2004 “CWC Training Opportunity Survey” completed by CWC staff were used in identifying formats for providing continuing education offered at CWC. The modalities used for providing training included the use of self-study written materials, computer-based training, videos, building meetings, department meetings, small group discussions, lectures by guest experts, and full-day workshops coordinated and presented by the Staff Training Department.

Partnerships have been established with Madison Area Technical College Certified Instructional Program to provide half-hour training sessions, “Providing Care for Individuals with

Developmental Disabilities”. Incorporated into session is an introduction to CWC and Certified Nurse Aide (CNA) employment opportunities. Since the start of this program, the number of CNAs hired has increased by 20 percent compared to fiscal year 2004. CWC incited partnership with the Dane County Youth Apprentice Program in FY05. A total of eight students participated in two orientation sessions ranging in length from 80 to 184 hours. The ST&D Training Director serves as the CWC representative for the DHFS Inter-divisional Training Committee, Herzing College Advisory Board for Nursing, and MATC Certified Nurse Aide Advisory Committee. Major training activities during this year included:

### **Training Activities**

<b><u>TITLE</u></b>	<b><u>LENGTH</u></b>	<b><u>PARTICIPANTS</u></b>
Certified Instructional Program for Community/MMH	101 hrs.	16
Certified Instructional Program for RCTs	184 hrs.	142
CPR Beginner (AHA Healthcare Provider)	8 hrs.	14
CPR Renewal (AHA Healthcare Provider)	2 hrs.	96
Heartsaver AED Course - Beginner	4 hrs.	25
First Aid	4 hrs.	34
Instructional Program for CNAs	77 hrs.	72
New Employee Orientation	16 hrs.	239
Nursing Orientation		
RN Orientation	55 – 128 hrs.	13
LPN Orientation	44 - 96 hrs.	11
Charge Nurse Orientation	56 - 110 hrs.	3
RCT Continuing Education	8 hrs.	22
Success Builders for RCT 2s	8 hrs.	20
Pilot: Assertiveness Training for the Team	6 Sessions 2.5 hrs. each	12–20/session
Bloodborne Pathogens	0.5 hr.	436
Cardio-Respiratory Emergency Drills	1 hr.	91
Cultural Competency Committee: Bringing the Team Together	3 hrs.	14
Fire/Medical Emergency Notification Drills	0.75 hr.	84
Mind Your Money – Money Management	1 hr.	53
RN Workshop “Primary Nurse Documentation”	2 hrs.	30
RN Physical Assessment Series: 3 Sessions to date	1 - 3 hrs.	68
Sexual Assault and Abuse of People with DD	1 hr.	16
Preventing Abuse, Neglect & Misappropriation of Property	0.5 hr.	831
Stress Management	3 hrs.	9
15-Passenger Van Training	4 hrs.	37
Your Role in Promoting Safety in the Environment	1 hr.	125

### **Supervisory Training**

A Long Walk on a Short Plank: Employee Anger Management, Part 1	2 hrs.	27
A Long Walk on a Short Plank: Employee Anger Management, Part 2	4 hrs.	25
RCT Competency Evaluation and Brainstorming	1 hr.	16
Correcting Work Situations – Decisive Actions	2 hrs.	18
Correction of Situations that Need Improvement	2 hrs.	22
Bringing the Team Together from Around the World	3 hrs.	39
Preventing Sexual Harassment	3 hrs.	53
Safety Awareness	3 hrs.	48

**Training and Travel Requests (DDE-5842) for training outside of CWC** **402**

## Community Training

<u>TITLE</u>	<u>DATE</u>	<u>LENGTH</u>	<u>PARTICIPANTS</u>
Tardive Dyskinesia Heartsaver	9/30/04	7 hrs.	36
Adult Beginner	2/16/05	3 hrs.	12
Heartsaver Adult Beginner	3/31/05	3 hrs.	8

## Take Your Child To Work Day

### PROGRAM HIGHLIGHTS

The eleventh annual "Take your Child to Work Day" was held on April 28, 2005 in Murphy Commons. There were fourteen children in attendance with ages ranging from 9 - 15. An additional college-aged student was involved in job-shadowing a parent for the afternoon.

The day's events included four hours of structured activities related to Health, Nutrition, Food Taste Tests, Infection Control and Communication. The youth were also given the opportunity to visit different areas of the Center: OT Clinic, Rehab Technology, Food Service, Pharmacy, Music Therapy, and the Sewing Room.

A pizza lunch was provided for all participants and their parents following the morning activities. The participants had the option of spending time learning about their parent's job during the afternoon or returning to school. Of the fifteen children in attendance, eight participated in job-shadowing parents for four hours in the afternoon.

Feedback was positive and participants look forward to the program every year. This is an opportunity for family members to learn more about CWC and the individuals who live and work here.

## Therapeutic Recreation

### PROGRAM HIGHLIGHTS

The Therapeutic Recreation (TR) Department provides a wide variety of services and activities for people living at CWC. These services assist people to acquire and maintain social, physical, cognitive, and emotional skills through methods of leisure and play. The services are designed to meet individual needs and interests of people living at the Center through a diversified program of activities, both within the facility and in the community.

### Program Goals for Participants

- To develop social interaction skills within the context of recreation services
- To improve and maintain cognitive abilities that will allow effective interactions with his/her environment
- To develop/increase perceptual motor, functional, organic, and kinesthetic skills
- To increase knowledge of his/her personal recreational and leisure capabilities
- To provide opportunities for fun, relaxation, and self-expression
- Integration into community-based recreation programs

## **Work Areas/Responsibilities**

Currently, the TR Department employs eight therapists, three teachers, and eighteen therapy assistants. Staff provides regularly scheduled recreational programs to people over the age of 21. TR staff is assigned to each living unit and provide programs to people who are school-age.

During the summer months, TR staff enroll students from Madison Public School into recreational programs. Special Activity Helpers (SAH) are hired during the summer months to assist TR staff in providing an increased number of outdoor and community experiences.

Each staff member provides six hours of contact per day and is responsible for providing the following service areas to the people who live at Central Center: functional intervention (therapy), leisure education, and recreation participation. Services are designed to meet individual needs and interests through a diversified program of activities, both within the facility and in the community. Staff provide recreation and leisure activities as a way to work on essential life skills. Staff integrate individual program plan objectives and replacement behavior goals into each program. On a monthly average, the Therapeutic Recreation staff provided approximately 3500 hours of programming to each client. All individuals receiving services at CWC participate in programs offered by the Therapeutic Recreation department. Approximately 250 people who receive long-term care at CWC receive active therapy services. All people receiving short-term care services at CWC also participate in Therapeutic Recreation.

A wide variety of activities are offered throughout the year. These activities include sports, music, board games, aquatics, spirituality, sensori-motor activities, computers, self-image, arts and crafts, money management, horticulture, socialization, leisure, and community experiences.

## **Special Events**

### **Center-wide Events**

Staff organize and implement Center-wide events each year. During the past year, CWC Center-wide Special Events included the summer event with a theme of the State Fair, Haunted House, Santa Night, CWC Family Picnic, Little Bit More Vegas, and the Zor Shrine Circus. These events offer a variety of games and activities and have refreshments served for people attending.

Each living unit recreation team organizes special events throughout the year and these activities include, but are not limited to: seasonal and holiday parties, birthday parties, special meals, picnics, cultural activities and other events.

### **Sharing of Talents**

The Therapeutic Recreation Department provides monthly "Sharing of Talents" events. These Center-wide events are funded through the CWC Service Auxiliary. Area performers provide the entertainment for these events. Entertainment and refreshments are provided. The following chart displays events held through Sharing of Talents and other CWC Special Events sponsored by Adult Programs.

**TABLE VIII**  
**SHARING OF TALENTS EVENTS**

<b>MONTH, YEAR</b>	<b>EVENT</b>	<b>Unit Sponsor</b>	<b>NATURE OF PERFORMANCE</b>
July 2004	Soggy Prairie Boys	CWC	Blue Grass/Country Band
July 2004	Bill Schara's Youth Square Dancers	CWC	Dancing
August 2004	Under the Surface	O'Donnell Hall	High Energy Band
September 2004	Music with John and Mary	Short-Term Care Unit	Guitar/Harmonica Vocals
October 2004	Marci and the Highlights	Halloween Committee	Rock and Roll
October 2004	Jessie Walker	Neighborhood Committee	Country Rock
November 2004	Music from 16 <sup>th</sup> and 17 <sup>th</sup> Century Viola and Harp	Gee Hall	Classical Music
December 2004	Holy Cross Choir	Arthur Hall	Seasonal/Religious Songs
January 2005	AnnMarie Aumann- Acoustic Guitar	Therapeutic Recreation	Easy Listening Blues/Country
February 2005	Maddhatters	Murphy Hall	Singing
April 2005	Very Special Arts Choir	LU2	Musical Concert
June 2005	Trinity Irish Dancers	LU6	Dance
June 2005	Bob's Polka Band	Gee Hall	Accordion Band

### **Money Management**

The Therapeutic Recreation (TR) Department continues to plan and provide people living at CWC increased opportunities to spend personal funds. These opportunities are offered both within the facility and in the community. Four days each week, a contracted service for transportation departs CWC with an average of six participants, each assisted by a staff member. These outings are to local shopping centers and stores, with the purpose of shopping and spending participant's personal funds. These outings have provided participants opportunities to purchase personal items to be used during leisure time, and to personalize spaces. For individuals who are unable to participate in these trips, staff provides opportunities to spend personal funds at CWC; such as the General Store, vending machines, book sales, etc.

### **Outdoor Activities**

Staff in the TR Department strive to have individuals from CWC participate in outdoor activities throughout the year. Each living unit maintains extensive flower and/or vegetable gardens during the spring and summer. Staff provide aquatics sessions in the outdoor pool from May through mid-October. Community outings are provided so participants can experience a variety of outdoor locations around Wisconsin. Staff provide picnics both at CWC in Katherine Wells Park and at various city, county and state parks. When possible, staff transports participants in their therapy sessions outdoors for games, art projects, sports, socialization, music and other activities.

## **New Programs**

### **Living Unit Six Program**

The Therapeutic Recreation Department has provided a full-day program in LU6 for the past year. This program has expanded during the past 12 months, and a total of 26 individuals have participated in this program. This program provides training in: meal time experiences, activities of daily living, recreation, social skills, mobility, community, and leisure skills. Other programs provided include: Music Therapy, Vocational Services, Adapted Physical Education/Lifetime Sports, Spirituality, and Physical Therapy.

### **Clubs**

New to the department this year is the Clubs program. This initiative was designed to provide people who live at CWC an opportunity to participate in social activities and hobbies with peers throughout the Center. Staff in Adult Programs volunteer to host a Club, and provide information to staff at CWC via the Daily Administrative Bulletin (DAB). The Clubs that have been offered are: instrument making, holiday crafts, stamping, card club, book club, and Farkel (a dice game). The Clubs run from four to eight weeks in length and meet one day each week for one to two hours. The Clubs are hosted in a variety of locations throughout the Center. Clubs have had eight to fourteen participants, depending on the theme of the club, and the amount of equipment or space.

### **Teachers**

New to the department this past year is the addition of four staff, all Teachers/Adult Educators. The teachers work with the Therapeutic Recreation Department to assist in providing diverse programs and activities. The teachers were formerly working with Resident Living. The teachers currently work in LU2, LU3, LU5 and Murphy Hall. This addition has provided the TR Department with an opportunity to increase the number of program hours and formal training sessions for people who live at CWC.

### **Explorer Scout Program**

Central Center has four participants in the Explorer Scout Program. The scouts meet two evenings each month. The first monthly meeting is a business meeting designed to work on badge achievement. The second monthly meeting is a community outing organized by the scouts to work on program objectives. During the summer months, the Explorer Scouts participate in two outings (instead of one) per month. The objectives of this program are:

- Fitness – Improve the mental and emotional abilities of each scout
- Career – Awareness of careers through tours, speakers, and demonstrations
- Service – Develop within each scout the desire to help others and increase the knowledge of the basic rights of others
- Social – Enhance social skills through group interactions
- Citizenship – Teach scouts about our American heritage and awareness of our local community and government
- Outdoors – Increase scout's knowledge of the outdoors and ways to protect our environment

The Explorer Scouts host an annual hot dog sale as a fundraiser. Proceeds from the sales are used to pay for annual fees and supplies for the program.

Participants of the Explorer Scout Troop completed work to earn their sports badge. Other unique activities this past year included the building of birdhouses and making moccasins for each participant. During summer months, participants of the Explorer Scout Troop attend community outings. Destinations this past year include, but were not limited to: KEVA Sports Center, West Towne Mall, Olbrich Gardens, Planetarium, Memorial Union, and Warner Park.



# **Transportation Services**

## **PROGRAM HIGHLIGHTS**

Staff at Central Wisconsin Center continue to provide individuals a number of leisure/recreational off-campus activities in the Madison area. Two transit companies provide transportation for community integration and money management trips: FocusCorp and Successful Work Options (SWO). CWC also maintains a fleet of four wheelchair-accessible vans and two fifteen-passenger vans. CWC also uses vehicles from the Department of Administration fleet, which are kept at Mendota Mental Health Institute.

The weekly average of regularly scheduled trips for people receiving long-term care at CWC is 22. The weekly average of regularly scheduled trips for people receiving short-term care at CWC is 11. This totals over 1700 recreational and leisure related trips this past year. "Regularly scheduled" is defined as trips that occur on a weekly basis. Additional outings not regularly scheduled are trips that occur on the weekend, and unique trips such as: pontoon boat rides, camping, Explorer Scout excursions, concerts and local performances, sporting events and seasonal attractions.

Staff have continued to utilize the Trips database to collect community integration information. This database assists with information that pertains to number of outings each individual is offered on a monthly basis and the number of hours he/she spends away from CWC for leisure activities. This database also documents the type of activity/location that was offered on these trips. Staff use the database to track number of outings per participant and to track the variety of destinations.

### **Contracted Day Service Transportation**

Four of the five Contracted Day Service Programs currently provide transportation for the individuals residing at CWC who receive year-round programs. Central Wisconsin Center contracts with four agencies: FocusCorp, Successful Work Options (SWO), and Madison Area Rehabilitation Centers (MARC East & West) to provide transportation to and from programs. MARC West provides transportation for the Pathways program.

### **Medical Transportation**

During the past year, 791 trips were made for medical reasons, such as outpatient appointments, emergency care or hospitalization. This is an increase from last year by 27.5 percent. Transportation was provided by: Curtis Ambulance Service, Ryan Brothers Ambulance Service, Meister's Special Care Transport, Alift Transportation, and CWC vehicles.

# **Volunteer Services**

## **PROGRAM HIGHLIGHTS**

The Volunteer Services Program works in conjunction with various community organizations and businesses to provide quality volunteer services for the people who live at CWC.

One of the program's greatest assets is the CWC Service Auxiliary, a non-profit organization of volunteers, with a voluntary Board of Directors dedicated to improving life opportunities for the people who live at CWC.

Throughout the year, the Auxiliary sponsors the "Big Three" Fundraisers, as well as the Sharing of Talents and the Thursday Night Volunteer Program. The Auxiliary holds semi-annual

meetings with the Center's Director, Deputy Director, and Volunteer Services staff to determine the funding of programs, receive reports and updates, and discuss new ideas. This group was founded in 1968.

### **Mission**

The mission of Volunteer Services is to be a link between the Center and the community, which fosters the involvement of volunteers in many different capacities that improve and expand the quality of life for the people who live at Central Wisconsin Center.

### **Staffing**

The Volunteer Services Department has been reduced by one employee (Program Assistant) and now consists of one Volunteer Coordinator who started working at CWC on June 28, 2005.

### **Volunteers**

Individuals, churches, and groups assisted Central Wisconsin Center in several ways. Direct and indirect service volunteers provided over 1400 hours of service to the people who live at CWC. In addition, special event volunteers, including companies, churches, schools, and Scouts, came throughout the year to assist with events, participate in group tours and learning sessions, provide gifts for special events, decorate for the holidays, and escort people to preplanned activities.

The Thursday Night Volunteer Program continues to be a success. Volunteer participants included UW-Madison students, area high school students, area service clubs, local businesses, and special individuals from the surrounding area. This program offers tremendous benefits to the clients who are referred to the program. It also serves to bring awareness of the work done at CWC into the community. The volunteers directly participated in structured events with the people who live here. Such events included creating artwork and attending dances, concerts and shows. Friendships and understanding were created between individuals and our volunteers each semester. Many students chose to return to the program for another semester because they thoroughly enjoyed their volunteer experience and understood they made a difference.

All yearly volunteers were invited to attend the annual volunteer awards banquet held in April 2005. They were treated to a luncheon at the Esquire Club and given a small gift of appreciation.

### **The "BIG THREE" Fundraisers**

Our first big fundraiser for the year was the "CWC Service Auxiliary Bazaar". This event is held yearly inside the Center during November. This year's event had three components: a bazaar with crafts and raffles, a bake sale, and a luncheon meal of barbecue, hot dogs, chips, lemonade and coffee. We raised \$1622.51 for the CWC Service Auxiliary this year. It is a very popular holiday event that everyone enjoys. Many volunteers, including CWC Service Auxiliary members, assisted that day.

The second fundraiser project of the year was in February 2005. This is our annual "Bowl 'Em Over" event held at Bowl-a-Vard Lanes in Madison. This year we had 89 bowlers and raised \$631 for the CWC Service Auxiliary. Businesses from Madison and surrounding areas donated door prizes. This fundraiser is a big recreational event for CWC staff, family and friends, and is offered for a very reasonable fee so that many people can participate. We had two volunteers assist us that day.

The last fundraiser of the year is usually the "CC OPEN" Golf event. The event was not held this year due to a vacancy in the department.

Other fundraisers, outreach projects, discount offerings and socials take place throughout the year. These include:

- Fireside Discount Coupons
- Sam's Club Discount Memberships
- Great America Discount Coupons
- The Partners in Giving Campaign
- Tours, Speeches, Presentations
- Volunteer Fairs
- CWC Clean-Up Day
- Take Your Child to Work Day
- Beautification inside and outside the Center
- The Annual Family Picnic
- Campbell's Soup Label Collection
- Box Tops for Education Collection
- The Entertainment Book Sales
- Noah's Ark Tickets Sales

### **Publications**

*CENTRAL CLIPPER NEWS* - a semi-annual publication to provide an update on coupon needs and progress.

The "Happy Ads," formerly administrated by Volunteer Services, have been discontinued in favor of the new Madison Ads or "M-Ads" shared by CWC and MMHI. M-Ads are available on either facility's intranet site and is also linked to CWC's Daily Administrative Bulletin.



*How to find your way*

## **COMMUNITY SERVICES PROGRAMS**

**Admission Services**

**Contracted Day Service Program**

**Developmental Evaluation Clinic**

**Outpatient Dental Clinic**

**Short-Term Assessment Program**

**Short-Term Care Unit**

**Transition to Community Living Services**

# **Admission Services**

## **PROGRAM HIGHLIGHTS**

Admission staff serve and support individuals with developmental disabilities, their families and community agencies. Admissions case managers arrange admission meetings, discharge staffings and training sessions for parents, caregivers, and community staff.

The number of referrals to the program continues to increase each year. The services requested this year were more complex and staff intensive.

This year, through the Physical Assessment and Evaluation and Treatment programs, a total of one hundred and sixty-six individuals were served. Some individuals were served more than once.

### **Physical Assessment Program**

One hundred and forty-nine individuals were provided services this fiscal year. Significant medical, nursing, and therapy concerns are addressed during each one to two week stay. Services provided in this program include: dental examination and cleaning; dietary consultation; occupational, physical, speech, respiratory, and recreation therapy assessments; equipment review; and medical evaluations with laboratory work and immunizations.

Central Center's Rehabilitation Technology Department has made wheelchair-seating systems for a number of former clients. During short-term admissions these systems can be adjusted or modified to meet the changing positioning needs of the individual. New seating systems, Ankle/Foot Orthosis (AFOs), and hand splints continue to be provided for people in the program.

### **Short-Term Care for Evaluation and Treatment**

A total of seventeen clients received services in this program and the length of stay is generally three to twelve weeks. Evaluation is provided by multiple disciplines. A treatment plan is developed and clients receive active treatment in therapy and programming. The goal of the program is to facilitate positive change in areas to improve health and functioning. A number of clients are admitted each year requiring post-surgery rehabilitation. Requests for admission to address wheelchair-seating system issues have remained a vital part of this program. With all admissions, training and follow-up services are provided.

As a part of discharge planning for certain individuals, hands-on training, active treatment videos, and follow-along services were offered to therapists, school personnel, case managers, caregivers, and family members. Treatment videos have become an important tool that is used by families/caregivers and their community supports. Families/caregivers are able to review the training via the video and use the video to train new staff.

### **Satisfaction Survey**

During the past fiscal year, a follow-up questionnaire was sent to families and guardians, as well as the counties that utilized the short-term admission programs. The purpose of this survey was to determine the level of satisfaction regarding services received, and to learn how the program might be improved. Seventy-seven surveys were returned and indicated a very high degree of satisfaction with short-term care services. Families and guardians remain supportive of the services offered and they are appreciative of the information provided by the treatment team.

## **TABLE IX**

### **ADMISSION CASE STATISTICS**

NEW CLIENTS .....	12
PHYSICAL ASSESSMENT ADMISSIONS.....	149
EVALUATION AND TREATMENT ADMISSIONS.....	17
PARENT/AGENCY TRAINING .....	38
STAFFINGS.....	114
SCREENINGS.....	22

## **Contracted Day Service Programs**

### **PROGRAM HIGHLIGHTS**

Off-campus day service programs are provided for sixty-two individuals through contracts with four different providers who utilize five different work sites. The current providers/sites and the number of individuals enrolled as of June 30, 2005 were as follows:

- FocusCorp - 30
- Successful Work Options – 24
- Madison Area Rehabilitation Center East – 4
- Madison Area Rehabilitation Center West – 3
- Pathways to Independence – 1

Individuals served in these programs receive a six-hour program day, for 245 days each year. Transportation is provided by the agency that contracted to provide the day program services.

Inclusion in the off-grounds programs occurs via referrals from the individual's interdisciplinary team (IDT). The IDT identifies two agencies they feel would be appropriate settings for the individual. The two agencies then conduct an assessment and submit an individualized service proposal. The unit team then selects the proposal that will best meet the needs of the individual.

In recent years, a two-tier payment system has been implemented in order to increase the number of participants who have medical/nursing needs or specialized staffing needs due to problem behaviors. Currently, a higher daily rate is paid for ten individuals with challenging behaviors, and eight individuals require the presence of a RN at the site. The individualized service plans that are developed are monitored by a case manager at the contracted agency site and also by the individual's Qualified Mental Retardation Professional (QMRP) at Central Wisconsin Center.

## **Developmental Evaluation Clinic (DEC)**

### **PROGRAM HIGHLIGHTS**

The Developmental Evaluation Clinic (DEC) provides a clinical inpatient evaluation program and consultation and training services to clients statewide.

Requests for five-day DEC evaluations have increased. For the past several years, evaluations have been limited to two per month. Clients are frequently scheduled several months in advance due to the number of referrals to the program.

The DEC Coordinator provides all case management and coordination of evaluations, staffings, and follow-up services. Evaluations, which are accomplished by CWC staff, most frequently include medical, genetic, dietary, education, psychological, psychiatric, occupational therapy, physical therapy, audiology, and communication assessments. Consistency of staff involved has been attained in most services. Staff physicians and medical residents from the University of Wisconsin Hospital-Rehabilitation Medicine Clinic have become an integrated part of the program.

A total of eighteen clients received comprehensive evaluations during ten, five-day evaluation periods. The DEC program served eleven children and seven adults this year. Many of the clients evaluated required extensive care and supervision due to medical concerns, challenging behaviors, and issues of dementia.

The DEC used a follow-up questionnaire for parents/guardians and for community agencies as a means of assessing satisfaction with the DEC Program. Results of this survey have been overwhelmingly positive, with comments reflecting appreciation of the professionalism of the evaluation team, compassion shown to the clients, and thoroughness of the staffing and written reports.

## **Outpatient Dental Clinic**

### **PROGRAM HIGHLIGHTS**

The Dental Outpatient Clinic provides dental care and treatment to people with developmental disabilities who reside in the community. Clients are people who formerly lived at Central Wisconsin Center, as well as Northern or Southern Wisconsin Center. The number of people seeking dental care is growing constantly.

Outpatient clients are usually seen every six months. Treatments include exams, cleaning and prophylaxis, x-rays, restorations, and extractions. There were over 130 outpatient appointments during the year.

Billing is submitted to Medical Assistance, through Electronic Data Systems, for all outpatient dental treatment.

## **Short-Term Assessment Program**

### **PROGRAM HIGHLIGHTS**

Central Wisconsin Center's Short-Term Assessment Program (STAP) completed 30 months of service on June 30, 2005. The program is located in Stevens Hall East. The goal of the Short-Term Assessment Program is to support individuals with severe disabilities and complex psychiatric/behavioral issues who are currently living in a community setting. During an individual's stay, treatment interventions may be tested, but the primary objective is a comprehensive assessment of the individual with treatment recommendations for discharge. The interdisciplinary team works closely with support staff and professional staff in the community with follow-up services available. The recommended length of stay in the Short-Term Assessment Program is 5 to 28 days.



The following service areas provide interdisciplinary assessments:

- Medical/Nursing Services
- Psychiatric Services
- Behavioral/Psychological Services
- Physical Therapy
- Occupational Therapy
- Therapeutic Recreation
- Music Therapy
- Speech Therapy
- Dietary Services
- Education Services
- Adaptive Physical Education
- Vocational Services
- Pharmacy Services
- Other specialized services upon request

During the past year, admission criteria was revised to include individuals over 22 years of age. Close integration with the Short-Term Care Unit (STCU) and the Developmental Evaluation Center (DEC) has continued.

A total of 26 individuals were admitted to the program. Four individuals were re-admissions while 22 were first-time admissions.

Additional characteristics of the individuals served during the past year include:

- Sex: 73% Males and 27% Females
- Age Range: 6-49 years, with an average age of 21.9 years, 13 have been 22 or older
- MR Level: Profound – 0, Severe – 10, Moderate – 9, Mild – 7, Borderline – 0
- Individuals from 17 different counties received assessment services

## **Short-Term Care Unit**

### **PROGRAM HIGHLIGHTS**

The Short-Term Care Unit-A provides medical and nursing services for people living at Central Center during times of acute illness, recovery from surgery, or during periods in which supportive nursing or other services are needed to meet complex health care needs. Some of the complex health care needs include: administration of intravenous fluids and intravenous antibiotic therapy, administration of supplemental pain medication, and administration of supplemental oxygen and respiratory monitoring. There were 124 admissions to the Short-Term Care Unit-A during the past year.

The goal of the Short-Term Care Unit-B is to support the person with disabilities living in a community setting. The multi-disciplinary team of the Short-Term Care Unit provides diagnostic, evaluative, treatment, and planning services for clients who have developmental disabilities and reside in the community. Support for a person with developmental disabilities who resides in the community may also include post-operative care, especially following orthopedic surgery.

The Short-Term Care Unit continues to support the specialty clinics held at CWC: 28 individuals were seen at GYN Clinic, 147 individuals were seen at Epilepsy Clinic, 92 individuals were seen at Podiatry Clinic on a 60-day recall basis, and 335 individuals were seen at Optometry Clinic. Bone density studies have been done for 177 individuals.

# Transition to Community Living Services

## PROGRAM HIGHLIGHTS

Four individuals moved from Central Wisconsin Center (CWC). All four adults moved to the community with Community Integration Program (CIP 1A) funding. One adult moved to an Adult Family Home. Two adults moved to Supported Home Living settings. One adult moved to a Community-Based Residential Facility (CBRF).

Significant transition activity occurred for another thirteen people living at Central Center. Those activities included assistance to families to learn about available community resources, reviews of people by county case managers, assessments completed by residential agencies, and active development and planning for a transition.

Contacts were made to the seven counties that have the greatest number of people living at Central Center. The purpose of these contacts was to inquire about county intentions regarding transition planning for those people from their counties who live at Central Center. Initial assessment meetings were arranged for four of the seven counties. During these meetings, each individual's care and support needs were discussed, and what potential there may be for transition planning. A total of 50 people were reviewed through this process.

Meetings were arranged at the Department of Health and Family Services Regional Offices around the state, in conjunction with Developmental Disability Coordinator's staff meetings. The goal was to encourage counties to consider transition planning for people from their counties who live at Central Center, while offering to assist and facilitate this effort. It considered pairing people from Central Center with others who might need to move from Intermediate Care Facilities or Northern Center. Although many guardians are initially opposed to a move, over time attitudes can and do change, and the satisfaction of guardians is very high following a move. Information about the Guardian Mentor program was shared as a resource available to assist guardians whose wards may move to the community.

A new community transition questionnaire was developed which focuses on whether the transition process to community living promotes quality of life and ensures appropriate physical and social environments for those who move from Central Center. It also assesses whether or not the transition process was successful in preparing community agency staff to care for and support those who move.

Questions were developed that addressed a number of issues, including:

- Whether or not the community residential and program staff had a good understanding of the person's preferences and physical care needs
- Whether or not they felt prepared to address and respond to behavioral issues
- Whether or not issues of compatibility between housemates had been adequately addressed
- Whether or not needed environmental adaptations and equipment had been identified and put in place, resulting in a safe and comfortable home for the person
- Whether or not all necessary supports had been identified
- Whether or not there were unanticipated problems after the move
- Whether or not the transition plan resulted in a smooth transition for the person, as well as people providing support in the community



*Barb's New Home*





*CWC Springtime Blossoms*



*CWC Fall Follage*



*View of CWC Prairie (foreground)*

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